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Greater New Orleans Educational Television Foundation (WYES-TV): An Internship Academic Report

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Greater New Orleans Educational Television Foundation (WYES-TV)

An Internship Academic Report

Submitted to the Graduate Faculty of the
University of New Orleans
in partial fulfillment of the
requirements for the degree of

Master of Arts
in
Arts Administration

by

Courtney Rowan

Southeastern Louisiana University, 2014
June 2016

Table of Contents

List of Figures	iii
Abstract	iv
Chapter 1: Profile of the Organization	1
A. History and Mission	1
B. Operations	2
C. Board of Trustees	4
D. Programing	6
E. Budget	14
Chapter 2: Description of the Internship	16
Chapter 3: S.W.O.T. Analysis	18
A. Strengths.....	19
B. Weaknesses	21
C. Opportunities.....	22
D. Threats.....	24
Chapter 4: Best Practices	26
A. Internship Program.....	26
B. Loyal Consumer Groups	28
C. New Technology	29
Chapter 5: Recommendations	31
A. More Interns	31
B. Reaching More Loyal Consumer Groups.....	32
C. Awareness and integration of Technological Advances	33
Chapter 6: Conclusion	35
Bibliography	36
Appendices	38
Appendix A (WYES Viewing Map)	38
Appendix B (By Laws)	39
Appendix C (WYES Passport)	52
Appendix D (FCC Guidelines)	56
Appendix E (Employer Guide to Structuring a Successful Internship Program)	80
Vita	88

Abstract

This report provides a detailed account of an internship with the Greater New Orleans Educational Television Foundation's development department. For the purposes of this paper, I will be referring to the non-profit as WYES-TV. The internship began in January of 2016 and continued through April of 2016. Throughout this paper, I will provide an overview of the organization's history, mission, budget, special events and program services, as well as a description of my internship and experience. This report will also include an analysis of the strengths, weaknesses, opportunities and threats of the organization. It will discuss best practices for addressing current challenges and opportunities. Lastly, it will provide a section for recommendations and suggestions for improvements.

Chapter One
Greater New Orleans Educational Television Foundation (WYES-TV)

History

For nearly 60 years, WYES-TV has worked to inform, teach, illuminate, entertain and inspire the city of New Orleans and surrounding region. The formal and registered name of the TV station is the Greater New Orleans Educational Television Foundation, but to the community the organization is known as WYES-TV. The community refers to the non-profit as WYES because they are the call letters of the television station. Today, the people of New Orleans rarely refer to WYES-TV as its registered name unless legal documents are involved.

The station was founded in 1953 by a group of civic and business leaders that wanted to provide quality programming not based on mass audiences or commercial appeal.¹ These leaders wanted to achieve a public television station that was the most trusted, valued and supported media in America. After WYES-TV achieved its non-profit status, the organization was granted a license by the Federal Communications Commission to operate an “educational” television station broadcasting to New Orleans, the Northshore, Southeast Louisiana and the Mississippi Gulf Coast.² WYES-TV went on air April 1, 1957 as the twelfth educational television station in the nation.³ PBS standards provide WYES-TV with programming that is uniquely different from commercial broadcasting, treating audiences as citizens, not simply as consumers.

¹ Hinyup, Aislinn. "About Us." *WYES New Orleans*. N.p., n.d. Web. 12 Apr. 2016. <[http://www.wyes.org/about-](http://www.wyes.org/about-us/)

² See Appendix A. *WYES Viewing Map*, pg. 39.

³ Hinyup, Aislinn. "About Us." *WYES New Orleans*. N.p., n.d. Web. 12 Apr. 2016. <<http://www.wyes.org/about-us/>>.

Today, WYES-TV airs on Channel 12 and obtains the largest television audience in the channel's history, with as many as one million viewers tuning in each week. It is the oldest public television station serving Louisiana and Mississippi.

Mission

WYES-TV's mission is to enrich people's lives with high-quality content that educates, informs, inspires and entertains our entire community. Media with impact that challenges our minds, brightens our spirits and prepares our children for a life of learning. The Greater New Orleans Educational Television Foundation strives to achieve goals of demonstrating their commitment to use the power of their programs and services to fulfill the promise of public television as a resource where we can all come together to rediscover and preserve the history and values that make our community a remarkable place to live.⁴

Operations

WYES-TV has eight departments, which include engineering, production, programming, finance, promotions, executive, traffic and development. The engineering department keeps the television station on air and the station's physical property in good shape. The production department is in charge of creating the shows that go on air every Friday. The programming department makes sure that programming information is fed to traffic, sales and other relevant

⁴ Hinyup, Aislinn. "About Us." *WYES New Orleans*. N.p., n.d. Web. 12 Apr. 2016. <<http://www.wyes.org/about-us/>>.

departments. Any changes are communicated both internally and externally to the TV listings services and local newspapers. The finance department is in charge of financial management, which is planning, directing, monitoring, organizing and controlling of the monetary resources of an organization. This department keeps financial accounts in balance by recording and reporting the revenue and expenses of the organization while estimating the income and expenditure for a set period of time.

The promotions department writes, creates and coordinates with the development department for on-air promotions of station-sponsored special events. This department works with sales to create client, revenue-driven promotions and also work with news to create daily topicals.⁵ The executive department oversees all departments. All departments typically report directly to the general manager. TV general managers predict market; set budgets and performance expectations; ensure the station is in compliance with all equal employment opportunity (EEO) and Federal Communications Commission (FCC) requirements' and have overall responsibility for maintaining a station's reputation and market image.⁶ The traffic department makes sure that each spot airing on TV is viewed on time and in its scheduled order. This could be anything from shows to sponsor spots. The development department is in charge of all public television fundraising activities for the station such as: individual giving, special events, underwriting, planned giving and major donor groups.

⁵ Chuday, Liz. "NAB's Guide to Careers in Television Second Edition." *NAB -National Association of Broadcasters*. N.p., n.d. Web. 16 May 2016.
<<https://www.nab.org/documents/television/NABTelevisionCareersSecondEdition.pdf>>.

⁶ Chuday, Liz. "NAB's Guide to Careers in Television Second Edition." *NAB -National Association of Broadcasters*. N.p., n.d. Web. 16 May 2016.
<<https://www.nab.org/documents/television/NABTelevisionCareersSecondEdition.pdf>>.

Board of Trustees

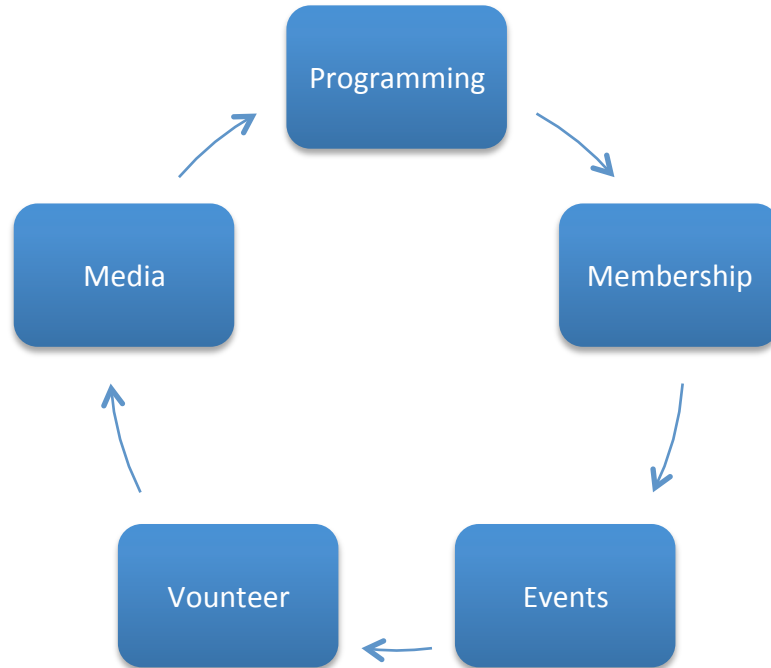
The Board of Trustees is comprised of twenty-four people and operates in five different committees: Development Committee, Community Relations Committee, Executive Committee, Finance Committee and Board Governance Committee, which determine the future of the organization. According to the WYES-TV bylaws, the Trustees of the Foundation shall consist of individuals broadly representative of educational, cultural, business, civic groups and organizations in the broadcast area with a broad perspective to the development of educational and public broadcasting.⁷ The current chair of the board is Katie Crosby and she has held the position since 2015.



⁷ See Appendix B. *Article 6 Standing Committees*, pg. 47.

Staff

WYES-TV staff consists of thirty-seven people and six senior staff members. The development staff works closely with five departments, which include:



Allan Pizzato has been the President and Chief Executive Officer at WYES-TV since 2013. He has worked closely with the Corporation for Public Broadcasting (CPB) and PBS. He has participated in leadership roles for both organizations making numerous panel presentations at national meetings for both CPB and PBS.⁸ Beth Utterback was promoted in 2013 to Executive Vice President and Chief Operating Officer at WYES-TV. “This promotion was based on her incredible work over the last three decades as well as her important and expanding role in the overall management and direction of the station,” said WYES President and Chief Executive

⁸ Walker, Dave. "WYES-TV hires former Alabama Public Television executive Allan Pizzato as GM." *The Times-Picayune* 14 Nov. 2012. Web. 12 Apr. 2016. <http://www.nola.com/tv/index.ssf/2012/11/wyes-tv_hires_former_alabama_p.html>.

Officer Allan Pizzato. Robin Cooper was promoted in 2013 to Vice President Development. She is in charge of all public television fundraising activities for the station. She oversees management of individual giving, special events, underwriting, planned giving and the Producers Circle and WYES' major donor group. Fred Barrett is the Chief Engineer at WYES-TV.⁹ Pauline P, Howland is the Chief Financial Officer, CPA at WYES-TV.

Programming

WYES-TV is the most utilized non-profit organization in Louisiana and Mississippi with as many as a half-million people using the station's broadcasts, educational outreach activities and website each week.¹⁰ The organization has provided the public with both online and off line resources that keep viewers connected and informed on the station. Some of the services available include: television schedules, information on the Education department, memberships and WYES-TV partners.

Television Schedule

The station developed its new television schedule that is available in DIAL 12 –A special section of New Orleans magazine WYES-TV/ Channel 12 program guide. This schedule continues to broadcasts shows throughout the weekdays and weekends. The weekday television schedule begins with Arthur at 5:00am and ends with PBS Newshour at 6:00pm. The mornings are primarily centered around PBS Kids with shows like the Wild Kratts, Nature Cat, Ready Jet

⁹ Hinyup, Aislinn. "WYES ANNOUNCES STAFF PROMOTIONS ." *WYES New Orleans*. N.p., 26 Sept. 2013. Web. 12 Apr. 2016. <<http://www.wyes.org/wp-content/uploads/2013/09/WYESPromotionPR2013.pdf>>.

¹⁰ Interview with Aislinn Hinyup, Promotion Manager, March 22, 2016.

Go!, Daniel Tiger’s Neighborhood and Sesame Street. PBS Kids shows continue until PBS Newshour at 6:00pm.

In addition to the station’s weekday morning schedule, it has a number of different shows that are scheduled to premiere after the 6:00pm PBS Newshour slot. Each day of the week has different shows that will air each night. The chart below shows the weekday afterhours television schedule.

Afterhours Weekday Schedule				
Monday	Tuesday	Wednesday	Thursday	Friday
7pm Antiques Roadshow	7pm American Masters	7pm Nature	7pm This Old House	7pm Informed Sources (Airs again at 11:30pm)
				7:30pm Steppin’ Out (Airs again at 11pm)
8pm Antiques Roadshow		8pm Nova	8pm Masterpiece	8pm Washington Week with Gwen Ifill
				8:30pm The McLaughlin Group
9pm Independent Lens	9pm Frontline	9pm Nova	9pm Masterpiece	9pm Jazz
10:30pm Great Performances	10pm Starlight Theatre Movie	10pm American Masters	10pm Great Performances	
12am Charlie Rose	12am Charlie Rose	12am Charlie Rose	12am Charlie Rose	12am Charlie Rose

WYES-TV also has a Saturday and Sunday schedule. Unlike the weekday schedule, the weekends are not scheduled around PBS Kids. The station offers kid shows from 5:00am-6:30am on Saturday mornings. There are several home improvement shows along with cooking shows that are catered to adults throughout the day. In addition to those shows, WYES-TV also offers shows like Nova and Nature. Sunday Mornings allow a longer viewing period for children starting at 5:00am and ending at 9:30am. Once the viewing period for children ends at 9:30am, the station offers various programming such as: cooking shows and Rick Steves' Europe. Like the weekday schedule, the Saturday and Sunday also have an afterhours schedule. The chart below shows the weekend afterhours television schedule.

Afterhours Weekend Schedule	
Saturday	Sunday
6pm The Lawrence Welk Show	6pm Nature
7pm A World's Fair to Remember	7pm Call the Midwife
8pm starlight Theatre Movie	8pm Masterpiece
	9:30pm Masterpiece
10pm American Masters	10:30pm Broadway Musicals

Education Department

WYES-TV provides educational programming by using on-air, online and web resources to prepare young children for success. The non-profit airs programs that are supported by

parents and teachers. By watching PBS Kids, children can learn concepts like math, science, natural history, biology and vocabulary skills. The organization also offers a free digital media service for educational use called Teachers' domain. This is a multimedia resource for the classroom and teacher development. This resource allows teachers access to an online, media-on-demand resource library that offers innovative methods to keep students engaged and interested. This multimedia-learning tool also offers corresponding lesson plans for PBS programs and educational organizations around the country. Currently containing more than 1,000 resources, the collections are constantly adding new material, most recently enhancing the engineering selections.¹¹

Membership

WYES-TV offers viewers of the station the opportunity to support their favorite programs through memberships. Membership allows viewers to join at different levels. The station does not set a standard amount that has to be given, but there are rewards for those who contribute a certain amount. Receiving gifts and other rewards are what makes being a member so enticing.

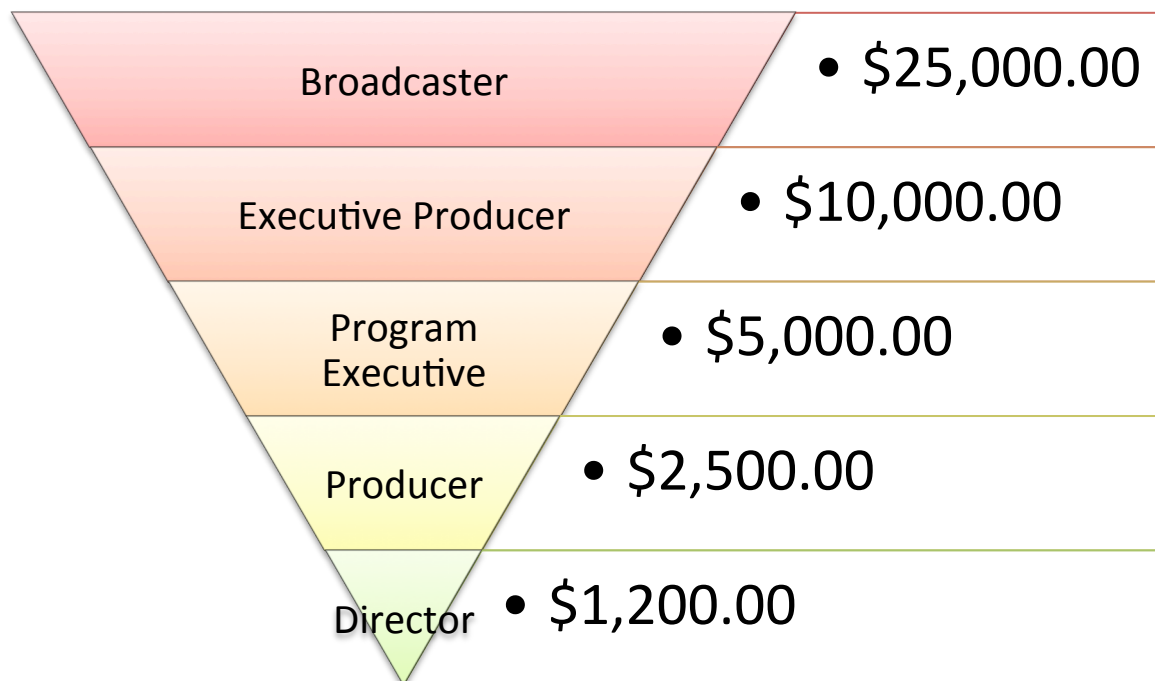
The gifts are determined by how generous the person's contribution is. For example, memberships at \$40.00 or higher will receive an issue of *New Orleans Magazine*.¹² All WYES-TV members are special, but if a member contributes \$75.00 or more the member will receive

¹¹ Turner, Monica. "Education & Outreach." *WYES New Orleans*. N.p., Dec. 2014. Web. 16 May 2016. <<http://www.wyes.org/kids-and-family/education-outreach/>>.

¹² Ibid.

the WYES MemberCard. This card will allow members discounts at participating restaurants, cultural attractions, bed and breakfasts, health and wellness establishments and select online retailers.¹³ This may encourage members to donate more in order to receive more benefits. All memberships may be turned into a sustainer membership, which starts at \$5.00 a month. With these memberships, viewers have an automatic renewal of their membership from year to year.

The organization also offers the Producers Circle membership. These members are people that consistently support the station through contributions starting at \$1,200.00 annually. Within the Producers Circle membership there are five levels:



¹³ Cooper, Robin. "Membership Information." *WYES New Orleans*. N.p., Dec. 2014. Web. 16 May 2016. <<http://www.wyes.org/support/membership/>>.

Each tier represents a status for the member based on their generous contribution ranging from \$1,200.00 to \$25,000.00. In addition to different amounts, each tier has different benefit packages. The Directors benefit package includes: DIAL 12, WYES program guide inside of New Orleans Magazine, WYES MemberCard, complimentary DVD of new local production sponsored by Producers Circle, program concierge –request a video of a program that you have missed or want to see again, VIP tour of station, private audience viewing of the taping of Peggy Scott Laborde’s weekly show (Steppin’ Out), invitation to special preview party of new local productions, invitation to annual cocktail reception and annual recognition in WYES program guide.¹⁴ The Producer tier includes all of the perks from the Directors benefit package in addition to a Lunch and Learn (informal lunch with speakers on select topics, a pair of beer tasting tickets and a pair of chocolate tasting tickets). The Program Executive tier consist of everything in the Director and Program benefits packages, as well as, reservations for two seats per dinner at the special event Season of Good Tastes. The Executive producer tier includes all of the previous benefit packages along with WYES Dignitary Dinner (dinner with WYES President/General Manager, Board Chairman or WYES Producer) and visit by a PBS costume character to a school or children’s hospital of your choice. The Broadcaster and final tier allows the member to enjoy all of the benefits from the four other tiers in addition to unlimited advanced reservations for Season of Good Tastes wine tasting dinners.¹⁵

¹⁴ Cooper, Robin. "Membership Information." *WYES New Orleans*. N.p., Dec. 2014. Web. 16 May 2016. <<http://www.wyes.org/support/membership/>>.

¹⁵ Ibid.

Partners of WYES-TV

It is important for the station to align itself with similar missions to enhance community involvement and educational outreach opportunities. According to WYES Outreach Manager Monica Turner, “Outreach begins when our programming ends –increasing the community’s awareness of what WYES has to offer”.¹⁶ The organization offers a number of services and activities to the community, such as:

- Electronic Field Trips
- PBS Kids Video
- Education and Outreach

Electronic Field Trips

The Electronic Field Trips (EFT) is a partnership between WYES and The National WWII Museum and the Historic New Orleans Collection, which provide children a unique learning experience by hearing real stories of people that were there or a factual narrative through the voice of a curator. The children hear what it was like living on the home front during the Second World War and study the history and culture of New Orleans while visiting these museums.

PBS Kids Video

The PBS Kids Videos are available on WYES-TV website at <http://www.wyes.org/kids-and-family/pbs-kids-video/>.¹⁷ This option allows children to not only view their favorite shows

¹⁶ Interview with Monica Turner, Outreach Manager, March 22, 2016.

¹⁷ Hinyup, Aislinn. "PBS Kids Video." *WYES New Orleans*. N.p., Dec. 2014. Web. 16 May 2016. <<http://www.wyes.org/kids-and-family/pbs-kids-video/>>.

but provides parents with a brief description of what the show is about. The website also has new episodes for several shows available with a link to the PBS kids website.

Education and Outreach

Education and Outreach include career days at local colleges, parent workshops, toddler time, story time and premier screenings for independent films. This allows WYES-TV to create content that not only educates and informs, but also inspires the community. WYES is a proud partner of numerous educational outlets including: The Greater New Orleans Libraries, New Orleans and Jefferson Parish PreK-3 Schools, Ashe Cultural Arts Center, Louisiana Children's Museum, Delgado Daycare Center, Historic New Orleans Collection and the National World War II Museum.

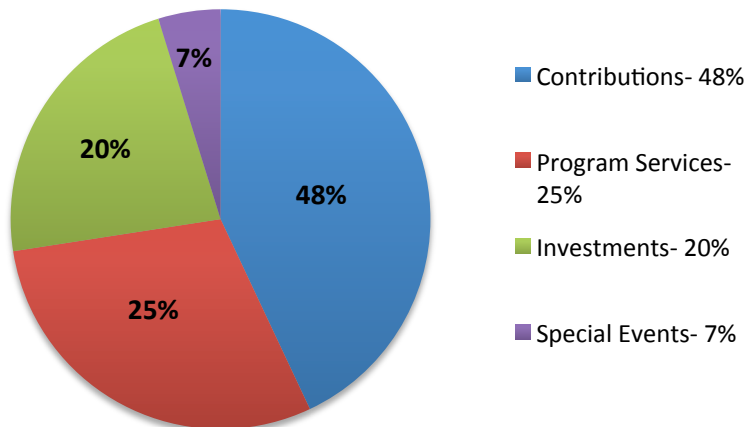
WYES-TV accomplished these partnerships through their many educational outreach services. The Greater New Orleans Libraries partnership was introduced by hosting a career day and story time with WYES-TV. The New Orleans and Jefferson parish PreK-3 Schools became a partner through parent/teacher workshops and career days. Ashe Cultural Arts Center partnered up with the station to show premier screenings. The Louisiana Children's Museum became one of the non-profit's partners through Toddler Time (story time). The Delgado Daycare Center partnered up with the station to do parent workshops. The Historic New Orleans Collection and the National World War II Museum partnered up with the station by participating in WYES-TV's electronic field trips.

Budget

According to WYES most recent 990 form (FY July-June 2014), the station's total revenue was \$5,848,968, and its expenses were \$6,046,539, which put it at a loss of \$197,571.¹⁸ The loss was depreciation, a non-cash expense, which caused expenses to exceed revenue. The net revenue reflects a consistent stream of income achieved through contributions and program services.

As stated in the 2014 net revenue funding pie below, 48% of the station's revenue is obtained through contributions. This may include grants, fundraisers, program sponsorships (airtime spots sold) and general donation. About 25% of the revenue is acquired through program services. This would include programs such as: Electronic Field Trips, PBS Videos, education and outreach and membership dues. About 20% of the funding pie is made up of Investments. This includes major gifts, planned giving or bequeaths. About 7% is obtained through Special Events. This would include in-kind donations and sponsorships.

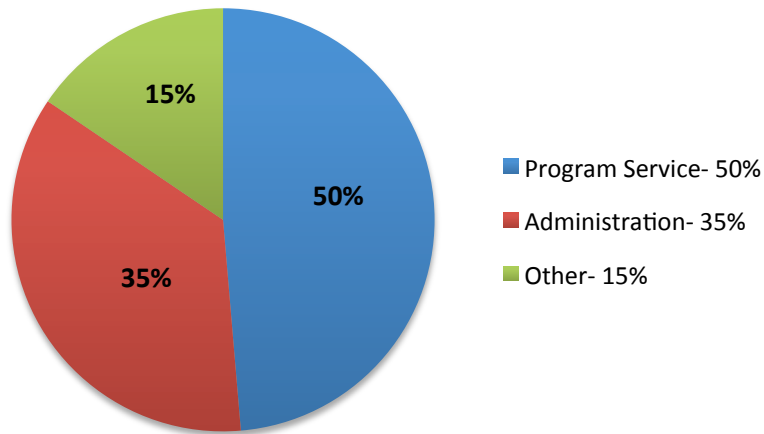
2014 Net Revenue



¹⁸ Greater New Orleans Educational Television Foundation (WYES-TV) Form 990, FY 2014, <http://www.guidestar.org/ViewPdf.aspx?PdfSource=0&ein=72-0497926>, Accessed March 22, 2016.

In addition to the breakdown of the net revenue, it is important to analyze the breakdown of the expenses as well. According to the 2014 expense funding pie, 50% of the station's expenses are made up of program services. As stated in the previous paragraph, this includes programs like Electronic Field Trips, PBS Videos, education and outreach and membership dues that create revenue. The expenses come from the advertising and promotion of these programs along with providing outreach services to schools and other facilities. About 35% is acquired through administration. This includes the payment of employees and building/office expenses. About 15% of the funding pie is made up of other expenses. This may include miscellaneous fees such as: fees for service (non-employees) or equipment/props.

2014 Expenses



Chapter Two

The Internship

I started my internship at WYES-TV in January of 2016 and completed it in April of 2016 completing 480 hours. My role at WYES-TV was development intern. While at the station, I reported to one of the Corporate Support Representatives, Kerri Blache. Although she was my supervisor, I also helped the Membership and Pledge Coordinator, Marion Schroder, and Events Manager, Sharon Snowdy, with whatever tasks they needed completed. For the first couple of weeks, I was asked to develop and update Power Points for Kerri's future meetings with prospective sponsors. I was given access to mypbs.org, which allowed me to analyze the most recent statistics on specific shows. This website also provided me with charts and tables that showed the PBS brand in comparison to other stations.

During the second month of my internship, WYES had two special events within the same week. The first event was the annual WYES Gala held on March 6, 2016 at the household of a gala committee member. I assisted the Events Manager by acquiring all of the items on her preparatory checklist. On the day of, I helped set up props, backdrops and decorations before the gala. I was assigned to assisting the band in the green room. This included making sure everything that they requested in the rider was accounted for and ready before they arrived. Once the event began, I was in charge of acquiring all of the major donor's names, address, and email addresses after their pictures were taken and matching it to their photography number for potential donor gifts from WYES-TV. At the end of the event, the staff remained on site to ensure that the cleanup of the residence was done properly. We proceeded to breakdown chairs, tables and centerpieces. The staff was responsible for obtaining all WYES-TV property and reloading it back onto the truck.

The second event was a final screening of *Downtown Abbey* at the Orpheum Theater in Downtown New Orleans. The showing allowed the station to create a long-lasting relationship with the Orpheum for future events. For this event, I worked closely with the special events coordinator on two projects that were all in preparation for the final showing. The first project involved producing a Power Point that would entertain WYES-TV guests before the final showing began. This was a fun Power Point to create because I had free range to design it the way I wanted as long as the WYES-TV logo was on it. I was able to use some information from pbs.com under *Masterpiece*. The second project was another Power Point that included staff introductions of sponsors along with a raffle prize. The Events Manager Sharon Snowdy gave me most of the information for this Power Point. For both of these presentations, I had the opportunity to see how the theater prepares for a show by working and setting up with the Production Manager, Chris Broussard.

Throughout the rest of my internship, I helped the Membership and Pledge Coordinator with membership tasks. This included checking credit/debit card declines and patron's accounts for any mistakes. By looking through the lock box accounts from the bank, I was able to match the batch number of the report with the date that the charges were made. In addition to carrying out membership tasks, I was asked to help with another event called Culinary Customs that will take place at the beginning of June. My last task was preparing for the event by merging a master list compiled of possible donor's names/addresses into a letter from WYES President and Chief Executive Officer Allan Pizzato.

Chapter 3

SWOT Analysis

This SWOT analysis is based on observations and experience influenced by using research, work experience and art administration skills.



Strengths

Event volunteers

Event volunteers are a strength for WYES-TV because their contributions to the station. Volunteers help the station by mailing out DVD orders, preparing donor gifts, and paperwork. This allows the development staff to focus on more pressing matters pertaining to members and upcoming events. Even though every volunteer has a different schedule, they are committed to showing up at least once a week. Volunteers reduce expenses by not being on the payroll of the organization. This allows the development department to spend money elsewhere. This allows the non-profit to spend money elsewhere. Volunteers can be a form of free publicity. This impacts the organization in a positive way because volunteers can provide the station with their contacts and connections. This will allow for more community involvement.

Loyal viewers

Loyal viewers are considered a strength because they lead to more consumers. According to research on wyes.org, *Masterpiece* has a household rating of 3.9. This rating is considered a strength because most of the cable primetime competition ratings stay between a 1.3 and 3.1 average rating. Loyal viewers support the station with memberships and donations. WYES viewers are more inclined to encourage their friends and family to participate in the organization. This impacts the station in a positive way because it provides exposure for the organization. Loyal viewers have the potential to recruit new members for the non-profit because of their knowledge and involvement with the PBS/WYES-TV brand.

Development staff members

The development staff is considered a strength because of their valuable experience. Vice-President of Development, Robin Cooper is prime example of being a strength for WYES-TV. Since 1989, Robin has continued to use her expertise to execute WYES-TV events, oversee development initiatives and obtain memberships. Her knowledge paired with the candid spirit of the other development staff members allows the team to put on amazing events throughout the years. Along with Robin, several other members of the staff have had a longstanding career at the station. Throughout various years, the station has been able to excel in special events and achieving sponsored airtime spots because of the their devotion and teamwork.

Access to new technology

Access to new technology is a strength for the organization because it allows WYES-TV to keep up with commercial television brands. For example, a trend that is extremely popular with the public is live-streaming. WYES-TV has access to this technology because of the affiliation with the PBS brand. PBS has developed a service called Passport, which will allow stations like WYES-TV to compete with the ongoing trend of live-streaming. This service gives the audience the option to watch shows online whenever and wherever they want. Passport will only allow people who are donors and supporters making contributions of \$60 or more or an ongoing contribution of \$5 or more, as a sustaining member to access the on-demand library of quality public broadcasting programming. In addition to that qualification, the service will only have two entries points: PBS.org and WYES.org.¹⁹ By having access to new technology, the organization has given their viewers more opportunity to interact and support the station.

¹⁹ See Appendix C. *Membership*, pg. 55.

Weaknesses

Reliance on Volunteers

Although volunteers are considered a strength, they can also be considered a weakness because they are unreliable. Volunteer's schedules are unpredictable. Even though they are a great help to WYES-TV, they do not always show up on time. This makes it hard for the limited number of staff members to rely on them. It is also difficult to give them long-term tasks because they do not have a day-to-day schedule. This could impact the organization in a negative way by setting back deadlines. Which may result in a loss of donors and memberships.

Limited staff

The limited number of staff members in the development department is another weakness for WYES-TV because there are too many tasks delegated to one person. Even though the staff is great at what they do; they are overworked the majority of the time. This requires the staff to rely heavily on volunteers to get things done. Which impacts the organization in a negative way because deadlines for special events are rushed. The lack of staff members could potentially create a stressful workplace. This may result in staff members leaving the organization.

Lack of funding

Lack of funding is a weakness for WYES-TV because it affects how much of the budget can be used for each event. A small budget is a weakness because it could stop or limit the number of events produced during the fiscal year. It could also restrict the amount of outreach services that WYES-TV provides, which would compromise the station's reputation with viewers. The organization would be impacted in a negative way, resulting in a loss of donors, sponsors and members.

Opportunities

Focus on Producer's Circle

The Producers Circle is already available at WYES-TV, but it has the opportunity to reach a larger group of dedicated donors. With all of the events put on by the non-profit throughout their fiscal year, it is difficult for the station to focus on the Producers Circle. If it is made more of a priority, the Producers Circle would bring in more high level donors, which means more money. This would impact the organization because there would be more involvement among our members not just our volunteers. This could potentially help the development department fund more special events and community outreach services.

Sixty-year anniversary in 2017

In 2017 WYES-TV will celebrate its 60th anniversary, which will bring awareness to the organization. By gaining more awareness, the station has the opportunity to bring in more viewers, members and future generation of viewers. The anniversary will inform the public about what the station does, who they are, and what their mission is. This will clear up any preconceptions that the public might have. It could also gain some potential members in the process. The sixty-year anniversary is an opportunity for the station to bring awareness to other generations throughout the community.

Expand Target Audience

By expanding the station's generational audience, WYES-TV has the opportunity to reach and engage more lifetime members, event goers and online subscribers. This could include new demographics such as: teens and young adults. According to the stations television schedule, the content shown focuses on the higher income households and retiree's age groups. Leaving both teens and young adults are overlooked. There is an opportunity for the station to expand age groups by attributing specific programming to teens and young adults. By targeting two new demographics, it would potentially gain the non-profit more lifetime members and even more loyal viewers.

Threats

FCC guidelines

The Federal Communications Commission (FCC) guidelines are a threat for WYES-TV because it prevents the Corporate Support Representatives from getting future sponsors. Every public broadcasting television station is required to follow the FCC guidelines when selling airtime spots to potential sponsors. For example, the sponsor's airtime spot should not sell the audience anything. This is just one of the many regulations that Corporate Support Representatives have to communicate to future sponsors.²⁰ The FCC guidelines allow a lot of room for competition from other stations such as CNN and CBS, which do not abide by these guidelines. This could impact the organization in a negative way because the FCC guidelines could easily turn away several future sponsors. This could result in the organization losing money.

Unable to implement new technology

On-demand programming could be a great thing for television stations but it is considered a threat when it's not executed in a timely manner. It affects the station in a negative way to promise viewers an on-demand programming source, like Passport and never provide the product. By delaying this service, it leaves viewers uninterested in a great opportunity for the station. It may cause viewers to turn to other means, such as live-streaming and Netflix.

²⁰ See Appendix D. *Underwriting Announcements on Noncommercial Educational Stations*, pg.78.

Budget cuts

The state of Louisiana is in a financial crisis and organizations are losing state funding. State budget cuts pose as a threat to the station because it affects the quality of the programs and services offered by the PBS/ WYES-TV brand. Budget cuts impact the station's ability to provide quality local programming, such as: local cooking shows, Steppin Out and Informed Sources. State budget cuts also affect the department's ability to raise money for the capital campaign. This would force the development department to do more fundraisers and special events in order to make up for the shortage of funds, which would put more stress on the staff. The future of the station could result in losing loyal viewers, donations and memberships.

Chapter 4

Best Practices

The three best practices I will focus on are all qualities that make a healthy non-profit organization. While working in the development department, I encountered a limited staff, lack of focus on teen and youth as customers and the opportunity to embrace new technology. For this section, I will list and describe each of the three best practices that address current challenges or opportunities in the organization. These three best practices include: investing in internship programs, retaining loyal consumer groups and utilizing new technology.

Internship program

While interning at WYES-TV, I discovered that I was the first intern the development department has ever had. This was surprising because there is so much work that has to be done within the department in order to prepare for upcoming events. Through my Arts and Community class in the Arts Administration Program, I have learned that there are several organizations that provide internship programs, which could be beneficial to WYES-TV in the long run. I also learned that interns bring new perspectives, ideas and skills to help the organization accomplish tasks. For example, while interning at WYES-TV I was able to use my skills in Power Point to help the corporate support representative acquire new clients.

The National Association of Colleges and Employers (NACE) defines internships as a form of experiential learning that integrates knowledge and theory learned in the classroom with

practical application and skills development in professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.

Through research I have learned that developing internship programs is an excellent way for an organization to use its time wisely. The non-profit will also be investing in the organization's future successes by creating this program. According to the *Employer Guide to Structuring Successful Internship Programs* developed by a collaborative effort of all of Rhode Island's colleges and universities, "one of the more significant advantages to providing internships is the opportunity to select and develop your future talent." This benefits not only the organization but also the interns. The organization has the chance to groom their future employees prior to a full-time position offer. When it is time to hire a candidate for a job, the employers of the organizations have the option of looking at interns first before they spend their time and money on screenings and evaluations of other applicants. Because interns are at the organization on a day-to-day basis, they are able to pick up their tasks faster.

While researching Internship programs, the *Employer Guide to Structuring Successful Internship Programs* provided some big advantages that interns can do for an organization. This includes:

- Providing freedom for professional staff to pursue creative or more advanced projects.
- Increasing staff retention rate.
- Assisting an organization in application of the latest strategies and techniques in the field.

- Maintaining connections with colleges and increasing visibility on campus.
- Promoting community involvement –excellent public relations tool.
- Recruiting other students and generating enthusiasm.
- Creating awareness of the field for future hires.
- Giving to the community by teaching the prospective work force.²¹

In addition to the organization profiting from the internship, the intern also benefits from valuable experience and reliable skills for their future jobs. This research supports that organizations with internship programs will be valued by both the intern and host organization. The best practices for internship programs validate a need for interns and assure the organizations success in the future. The use of an internship program would address WYES-TV's limited staff member problem, while demonstrating the value of education.

Loyal Consumer groups

For the purposes of this section, I will be using viewers in place of consumers. As an intern in the development department, I was able to see first hand how profitable loyal viewers are to the station. This was because of my involvement with the station's underwriters during donor meetings. Through my Marketing the Arts class in the Arts Administration Program, I learned that organizations greatly benefit from dependable support of loyal consumers. Loyalty is defined by Miraiam Webster as, "the quality of being loyal to someone or something. A

²¹ See Appendix E. *How do employers benefit form an Internship Program?* Pg. 83.

strong feeling of support or allegiance.”²² The young children, accomplished adults, and retiree’s age groups make up most of the loyal viewers at WYES-TV. According to *Best Practices for Consumer Loyalty* provided by Rethink Outsourcing, developing consumer loyalty is directly tied to the way the organization treats their relationship with their consumers.²³ This includes meeting their expectations even though the market is constantly changing. With the market changing, it is important for organizations like WYES-TV to adapt.

In addition to achieving viewer loyalty, it is important to understand your audience in order to maintain relationships with current consumers. According to the *Six Best Practices for Creating a Content Marketing Strategy*, “content marketing is not about selling. It’s about educating, entertaining or otherwise informing your audience in order to earn their trust over time.”²⁴ Organizations like WYES-TV do a great job of educating and entertaining their viewers while providing a brand that instills a level of trust amongst its consumer groups. This research supports that the basis for building loyal consumer relationships is understanding your consumers. The best practices for loyal consumer groups validate a need for adapting to the needs of the current and future loyal consumers to assure the organizations success in the future. The use of loyal consumer groups addresses WYES-TV’s brand awareness, which would result in more viewers, members, event goers and donors.

²² Wallace, Chris. "Best Practices for Consumer Loyalty." *Rethink Outsourcing*. N.p., June 2015. Web. 16 May 2016. <<http://www.24-7intouch.com/blog/index.php/2015/06/best-practices-for-consumer-loyalty/>>.

²³ Wallace, Chris. "Best Practices for Consumer Loyalty." *Rethink Outsourcing*. N.p., June 2015. Web. 16 May 2016. <<http://www.24-7intouch.com/blog/index.php/2015/06/best-practices-for-consumer-loyalty/>>.

²⁴ "Creating A Content Marketing Strategy: Six Best Practices That Work." *Act-On*. N.p., 2013. Web. 16 May 2016. <<https://www.act-on.com/whitepaper/6-best-practices-for-creating-a-content-marketing-strategy/>>.

New technology

During my internship, I was exposed to how prevalent new technology and new trends are in today's world. The station is constantly competing with technological advancements that pose a threat to television broadcasting. Through my Arts Tech Overview class in the Arts Administration Program, I learned that technology is always changing and it is important to stay up-to-date with recent trends. Although new technology can be intimidating, not all of it is bad for television. Recently, WYES-TV decided to enact its own version of on-demand programming in order provide quality shows to their audience in a new way. This opportunity known as Passport allows members to experience the shows when ever and where ever they want. According to *Digital Guide: Live-Streaming Best Practices* provided by Chirs Thilk, live-streaming capabilities will aid in community growth and engagement.²⁵ This research is just one example of how technology will create more involvement amongst members. It will also encourage donors to interact and participate with the organization.

This research supports that new technology is beneficial to stations like WYES-TV. Live-streaming and other advantages provided through digital technology allow stations to be efficient with their time and energy while still providing quality-broadcasting services. The best practices for new technology validate a need for staff members to familiarize themselves with cutting-edge technology in order to assure the organizations success in the future. The use of new technology addresses WYES-TV's concern staying up-to-date on future trends, which would result in more viewers, members and donors.

²⁵ Thilk, Chris. "Digital Guide: Live-Streaming Best Practices." *Porter Novelli*. N.p., 15 July 2015. Web. 16 May 2016. <<https://www.porternovelli.com/intelligence/2015/07/15/digital-guide-live-streaming-best-practices/>>.

Chapter 5

Recommendations

The following recommendations are based on my SWOT analysis of WYES-TV. According to the Best Practices section in Chapter 4, I believe that WYES-TV could benefit most from utilizing the organizations internship programs, teens and youth and on-demand programming availability. Through this research, I have developed three recommendations for WYES-TV that will give the station a stronger foundation for the future.

More Interns

I recommend that the development department have an internship program. The department has a limited staff already and requires several tasks to be achieved throughout the year. By creating an internship program, staff members would not be as overworked as in previous years. Interns would be available to help the organization on a day-to-day basis instead of once a week. Volunteer's schedules are limited, which prevents them from helping the development staff meet certain deadlines. By developing an internship program, the staff will be able to meet deadlines in an efficient and timely manner. Interns would also provide the station with an affordable way fulfill the needs of the development staff throughout the year. Since students will most likely occupy the majority of the internship program, this would create an opportunity to inform the younger generations on what WYES-TV is. This may also result in expanding awareness to younger audiences.

As the first intern in the development department at WYES-TV, I would also recommend an orientation for the next intern. Maybe if I had an orientation with the department before hand, they would have been more prepared for me. This would have assured both the intern and the supervisor of what was to be expected throughout the length of the internship.

Reaching more loyal consumer groups

For the purposes of this section, I will be using viewers in place of consumers. Although WYES-TV is already achieving profitability through higher income households and retiree's age groups, it is important not to exclude potential age groups that could become future loyal viewers. I recommend that the station start encouraging other age groups like teens and young adults to get involved with the station. Currently, the station targets young children and accomplished adults and retirees. These age groups are considered the station's loyal consumer groups because they provide the non-profit with membership stability and substantial income.

The first loyal viewer age group of young children provides exposure of the station to not only the children but also their parents. This is great while the children are still young, but the station loses them once they get older. I would recommend trying to keep those children involved with the station by providing them with information on recent shows that might be of interest to them. This could be accomplished throughout another membership level that would only be available to teens and young adults. The membership level could offer both age groups discounted tickets and notifications on recent programming's that might be of interest to them. This membership could provide both teens and young adult age groups with enough incentive to

stay involved with the station long after their days of watching PBS KIDS. Hopefully, this will help both age groups not associate the station with only providing shows for babies or children.

The second loyal viewer age group of accomplished adults and retirees allow the organization to gain long-lasting memberships, donations, planned giving, and volunteers. This age group is most likely to get involved with the station either through volunteering as: board members, committee members or participation in special events. Even though this greatly benefits the station, most of this age group is made up of people who do not become involved until their late thirties and forties. The station is missing out on the young adults age group. The organization might attract a greater number of the accomplished adults and retirees if the station was present throughout their early adult life.

In addition to maintain a relationship with the current loyal viewer age groups, WYES-TV should lay down the groundwork to build future relationships with other age groups. These age groups might evolve into the next loyal viewer groups for the station. By targeting two age groups, the non-profit will gain awareness and more loyal viewers.

Awareness and integration of technological advances

I recommend that WYES-TV stay informed on the latest trends in technology so that they can be relevant in today's digital age. I think that the only way TV stations will be able to compete with other programming options available is by educating themselves on the new technologies that are being offered. Some of the latest technologies that are setting new standards for television broadcasters could make TV more interactive and more personalized than it has ever been.

The Advanced Television Systems Committee (ATSC) in the United States is responsible for developing further enhancements in broadcasting technology. In 2009, it released a service known as Mobile DTV (MDTV), which permitted the transmission of broadcast-TV signals to moving receivers. This includes luxuries that we use every day like cellphones, laptops, tablets, television screens in cars and trains/buses. ATSC wants to take this a step further, by developing ATSC 2.0. This will take advantage of Internet-connected TVs by enabling broadcasters to integrate online content, such as voting platforms or social networking services, into shows delivered over the air.²⁶

Although this concept might be a little out of reach for WYES-TV right now because of other priorities, I would be curious to see if this would increase the number of viewers and broaden the station's target audience in the future. For now, the station will continue to provide their service known as Passport to compete with live-streaming. This accomplishment is a great step in the right direction, and will hopefully keep the station up-to-date on future technological trends.

²⁶ Claudy, Lynn. "TV's Future: The Broadcast Empire Strikes Back." *IEEE Spectrum*. N.p., 29 Nov. 2012. Web. 16 May 2016. <<http://spectrum.ieee.org/consumer-electronics/audiovideo/tvs-future-the-broadcast-empire-strikes-back>>.

Chapter 6

Conclusion

Through my internship at WYES-TV, I have learned how to apply the organization's SWOT analysis to the best practices offered in both the non-profit and television broadcasting fields. I was able to create recommendations based off of the research I found in the best practices of internship programs, loyal consumer groups and new technology. My recommendations include both short-term and long-term benefits for WYES-TV. These recommendations also provide the station with fundamental elements that will maintain and expand the organization's reputation in the community.

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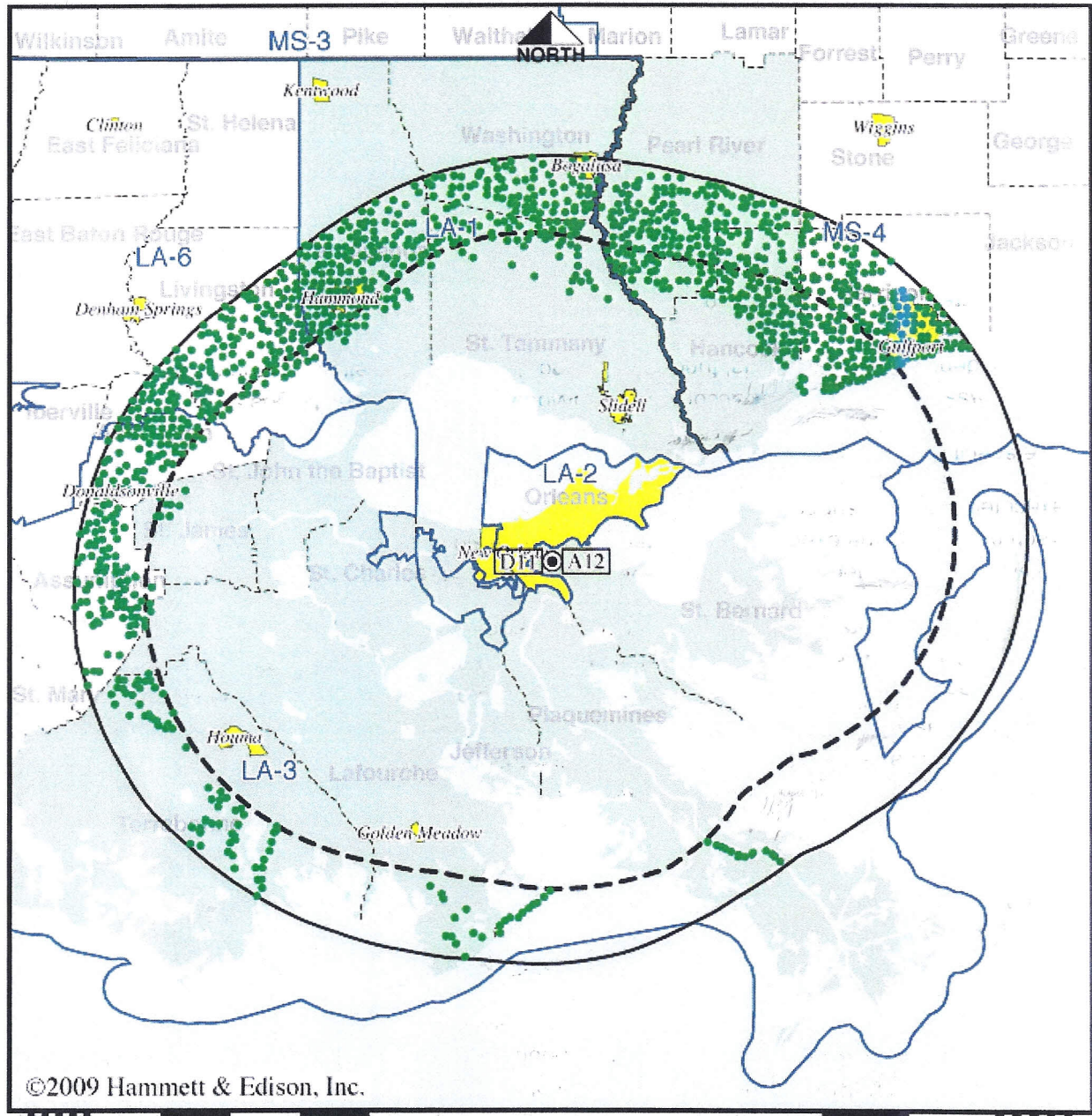
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Appendix A –WYES Viewing Area



Appendix B- By Laws



**BYLAWS OF THE
GREATER NEW ORLEANS
EDUCATIONAL TELEVISION FOUNDATION, INC.**

ARTICLE 1

IDENTIFICATION

Section 1. Name: The name of this Foundation is The Greater New Orleans Educational Television Foundation, Inc.

Section 2. Principal Office and Resident Agent: The principal office and resident agent of the Foundation shall be as set forth in the Articles of Incorporation of the Foundation.

Section 3. Seal: The Foundation shall be required to have a corporate seal.

Section 4. Fiscal Year: The fiscal year of the Foundation shall begin at the beginning of the first day of July and shall end at the close of the last day of June next succeeding.

ARTICLE 2

PURPOSES

The purpose of this Foundation shall be as set forth in the Articles of Incorporation for the Foundation.

Section 1. Identity of Trustees: The Trustees of the Foundation shall consist of those persons who are elected to the Board of Trustees of the Foundation.

Section 2. General Powers and Qualifications: All policy matters of the Foundation shall be determined by its Board of Trustees. The Trustees of the Foundation shall consist of individuals broadly representative of educational, cultural, business, civic groups, and organizations in the broadcast area with a broad perspective to the development of educational and public broadcasting.

Section 3. Memberships: The number of Trustees to be elected shall be not less than 15 nor more than 27, up to 3 of whom may be nominated by the Chairman of the Board of Trustees and the remainder of whom shall be nominated by the Board Governance Committee.

Section 4. Tenure and Groups: At the April meeting of the Foundation, Trustees shall be elected from among those nominated by the Board Governance Committee for three- (3) year terms. The terms of Trustees so elected will be so arranged that each year the terms of one-third (1/3) of the Trustees shall expire. Those nominated by the Chairman and elected by the Board shall serve one- (1) year terms. Any Trustee who has served in the capacity of Trustee for two successive three- (3) year terms shall be ineligible for election to a third consecutive three- (3) terms, provided, however, that such a Trustee shall nevertheless be eligible for nomination by the

Chairman to a one- (1) year term, and shall thereafter be eligible for nomination to three- (3) year terms, subject to the foregoing limitations.

A Trustee who attains the position of Chairman of the Board will automatically be eligible to have their term of office on the Board adjusted to insure that they will be able to serve a complete term of two years as Chairman and serve an additional two years as Chairman of the Board Governance Committee immediately following their two year term as Chairman of the Board.

The new board members will take their positions on the Board at the June annual meeting.

Section 5. Eligibility Requirements: Membership of the Board of Trustees shall be limited to individuals whose fiduciary duties to the Foundation are not called into question by personal or professional associations, which presently or potentially could conflict with the activities of the Foundation. All questions as to maintenance of the eligibility requirements established hereunder shall be presented to the Executive Committee for disposition, and that Committee's determination shall be final and binding, subject, however, to the right of such Trustee to appeal the determination to the full Board of Trustees.

Section 6. Vacancies: Any vacancies occurring on the Board of Trustees due to death, resignation, or otherwise, shall be filled from recommendations to the Board by the Nominating Committee or the Chairman, whichever nominated the individual last filling the position then vacant, for election at a meeting of the Board. The vacated seat will be filled for the remainder of the unexpired term.

Section 7. Resignations: Any Trustee of the Foundation may resign at any time by presenting his resignation to the Board of Trustees in writing through the Chairman of the Board, the President, or the Secretary.

Section 8. Quorum: At any Board meeting of Trustees, a minimum of 40% of the trustees shall constitute quorum. At a meeting of any committee, a quorum shall be a majority of members duly appointed.

Section 9. Informal Action by Trustees: Any action which may be taken at a meeting of the Board of Trustees, or of any committee thereof, may be taken by a consent in writing signed by all of the Trustees or by all members of the Committee, as the case may be, and filed with the records of proceedings of the Board or Committee.

Section 10. Voting Rights:

Clause A. Voting: Each Trustee shall have the right at every meeting to cast one (1) vote. Unless otherwise provided for herein, any action by the Board shall require a majority vote of those Trustees present and constituting a quorum for passage. Any action taken by a committee likewise requires a favorable vote by a majority of those committee members constituting a quorum.

Clause B. Voting List: The Secretary of the Foundation shall have maintained at all times at the principal office of the Foundation, a complete and accurate list of all Trustees entitled to vote, which list may be inspected by the general public, for any proper purpose at any reasonable time.

Article 4

OFFICERS OF THE FOUNDATION

Section 1. Officers: The officers of the Foundation shall consist of a Chairman, a Vice-Chairman, a President and Chief Executive Officer, a Secretary, and a Treasurer.

The Board of Trustees may elect an Executive Vice-President and additional Vice-Presidents. The Chairman, Vice-Chairman, Secretary and Treasurer shall be members of the Board of Trustees. Each officer shall be elected by the Board of Trustees for terms of one year and shall hold office until his successor is chosen. The Board of Trustees may remove any officer from office at any time by a majority vote of the Board.

Clause A. Chairman of the Foundation: The Chairman of the Foundation shall preside at all meetings of the Board of Trustees and the Executive Committee. He shall perform all duties incident to the office and such other duties as may from time to time be assigned to him by the Board of Trustees. This officer shall nominate the chairmen and members of all committees, except the Chairman of the Finance Committee, subject to ratification of his nominees by action of the Board of Trustees. He shall be an ex-officio member of all committees. He is also empowered to appoint any ad hoc committees as needed.

Clause B. President and Chief Executive Officer: The President and Chief Executive Officer shall be a full-time employee of the Foundation and the Chief Operating Officer of the Foundation. He shall be responsible for all the operational affairs and activities of the Foundation and shall have the power to sign contracts and other documents on behalf of the Foundation within the limitations prescribed by the Board of Trustees. He shall serve as a principal resource in developing and recommending policy questions for consideration by the

Board and shall be responsible for coordinating the activities of all Board committees. In addition, he shall be responsible for carrying out the policy directives of the Board and other duties as assigned by the Board of Trustees or Executive Committee. He shall be the legal custodian of all monies, notes, securities and other valuables, which may from time to time come into the possession of the Foundation. He shall immediately deposit all funds of the Foundation coming into his hands in some reliable bank or other depository to be designed by the Board of Trustees, and shall keep such bank accounts in the name of the Foundation. He shall furnish at meetings of the Board of Trustees, or whenever requested, a statement of the financial condition of the Foundation, and shall perform such other duties as these Bylaws may require or the Board of Trustees may prescribe. The president may be required to furnish bond in such amount as shall be determined by the Board of Trustees. He shall be a nonvoting, ex-officio member of all committees and a nonvoting member of the Board.

Clause C. Vice-Chairman: In the event of the incapacity or absence of the Chairman, the Vice-Chairman shall perform the duties of the Chairman, and when so acting shall have all the powers of and be subject to other duties as from time to time may be assigned by the Chairman or by the Board of Trustees.

Clause D. Secretary: The Secretary shall attend the meeting of the Board of Trustees of the Foundation, and shall have recorded the proceedings of such meetings. The Secretary shall notify the members of the Board of Trustees of their respective meetings in accordance with these Bylaws and shall perform such other duties as these Bylaws may require or the Board of Trustees may prescribe.

Clause E. Treasurer: The Treasurer shall serve as the Chairman of the Finance Committee and be responsible for correct and complete records of accounts, showing accurately at all times the financial condition of the Foundation.

Clause F. Executive Vice-President: The executive Vice-President shall be a full-time employee of the Foundation. He shall be responsible for the day-to-day activities of WYES-TV. He shall be responsible for all broadcast operations of the television station. He shall report to the President of the Foundation and shall perform such other duties as may be requested by the President. The Executive Vice-President may be required to furnish bond in such amount as shall be determined by the Board of Trustees.

Clause G. The Vice-Presidents: The Vice-Presidents shall perform such duties as may be assigned by the President, Chairman or Board of Trustees.

Section 2. Delegation of Authority: In case of the absence of any officer of the Foundation, or for any other reason that the Board of Trustees may deem sufficient, the Board of Trustees may delegate temporary powers or duties of such officer to any other officer or to any Trustee, provided a majority of the Board of Trustees concurs.

ARTICLE 5

MEETING OF TRUSTEES

Section 1. Place of Meetings: Meetings of Trustees may be held either at the principal office of the Foundation or at such other place, either within or without the State of Louisiana, as may be specified in the respective notices or waivers of notice thereof. These meetings may be held by teleconferencing.

Section 2. Annual Meeting: The annual meeting of the Board of Trustees shall be held within the four-week period preceding June 30 and shall be so designated by the Chairman of the Board with the consent of the Board. There shall be a minimum of one meeting of the Board each calendar quarter on dates and at times to be set by the Chairman.

Section 3. Special Meetings: Special meetings of Trustees may be called by the Chairman, by a majority of the Board of Trustees or by written petition signed by not less than one-third (1/3) of all the Trustees authorized to vote.

Section 4. Notice of Meetings: A written or printed notice stating the place, day and hour of the meeting and, in the case of a special meeting, the purpose for which the meeting is called, shall be delivered or mailed by the Secretary or by the officer or person calling the meeting, to each member of record entitled to vote at the meeting, at the address which appears on the records of the Foundation, at least five (5) days before the date of meeting.

Section 5. Attendance: Any Trustee missing three (3) consecutive Board meetings without a written notification to the Chairman of the Board or the President of the Foundation shall be eligible for replacement at the next annual meeting.

ARTICLE 6

STANDING COMMITTEES

The following committees are hereby created as standing committees of the Board of Trustees:

Section 1. Executive Committee: The Executive Committee shall be composed of the following: The Chairman of the Board of Trustees, the Vice-Chairman, the Secretary, the

Treasurer, who serves as chairman of the Finance Committee, and the chairman of each of the other four standing committees, i.e., the Development Committee, the Community Relations Committee, and the Board Governance Committee.

The President of the Foundation and the Executive Vice-President shall serve as ex-officio, nonvoting members of the Executive Committee.

The Executive Committee shall have and exercise the authority of the Board of Trustees between meetings of the Board or in such matters as directed by the Board.

Any action of the Executive Committee shall require the affirmative vote of the majority of the members of the committee. The chairman of the Executive Committee shall have the right to vote in all matters.

Section 2. Finance Committee: This committee shall review the budget and make any necessary changes, amendments, or modifications thereof and submit recommendations to the Board on any and all financial matters.

Section 3. Development Committee: This committee shall assist in planning and obtaining funds through corporate and business, foundation and other private sources and special events.

Section 4. Community Relations Committee: This committee shall serve as a liaison and information conduit between the station and the viewing public. It shall also study and report on government activities that affect WYES, including Federal, State and local governmental individuals and groups and public television organizations. It will ensure that concerns and accomplishments of the station are properly communicated to the community and

that the community's needs and concerns are conveyed to the station. It shall propose plans to assist the station in its advocacy work in developing support from the governmental entities and work on these efforts. It will assist the staff in planning and implementing social events aimed at reinforcing the station's image within the community. It will also serve as a liaison with the station's Community Advisory Board, and act as a conduit between the Community Advisory Board and the Board of Trustees.

Section 5. Board Governance Committee: This committee shall be composed of five (5) former Board Chairmen who may or may not be Trustees, including a Chairman of the committee who will be the outgoing Chairman of the Board of Trustees. Should the former Board Chairman not be able to assume leadership of the committee, the incoming or present Chairman of the Board of Trustees will nominate a committee Chairman from the former Board Chairs who are currently Trustees. The Board Governance Committee shall be responsible for identifying and nominating appropriate new members of the Board, monitoring each Trustee's fulfillment of his or her responsibilities as a Trustee, and coordinating and conducting orientation of new Trustees. For the April meeting of the Board of Trustees, the Board Governance committee shall prepare and submit a list of candidates for election to the Board of Trustees, and to all offices. In addition to those nominations submitted by the Board Governance committee, the Chairman of the Board shall have the right to nominate up to 3 candidates, who would be presented to the committee for approval to serve for terms of one (1) year in accordance with Article 3, Section 3 above. Any Trustee shall have the right to nominate candidates other than those presented by the Board Governance committee or the Chairman.

In nominating Trustees, The nominating body shall take into account the desirability of securing new Trustees and of turnover in the membership of the Board while maintaining continuity and the benefits of experience in the operations of the Foundations.

ARTICLE 7

ADVISORY BOARD

There shall be an Advisory Board of not less than three (3) nor more than fifteen (15) individuals not otherwise serving the Foundation, such individuals to be chosen annually by the Chairman of the Board of Trustees and the President of the Foundation. Members of the Advisory Board shall consist of persons who are representative of cultural, educational, business and civic organizations in the broadcast region. It will meet at least twice during the year and review the activities of the Foundation and its long-range goals.

ARTICLE 8

INDEMNIFICATION AND INSURANCE

Section 1. indemnification Granted: The Foundation shall indemnify and defend any Trustee or officer or former Trustee or officer of the Foundation, or any person who may have served at its request as a Trustee or officer of another corporation to the fullest extent permitted by law.

Section 2. Insurance: The Foundation may purchase and maintain insurance on behalf of any person who is or was a Trustee or officer, employee, or agent of the Foundation, or is or was serving at the request of the Foundation as a Trustee, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against any liability asserted

against him and incurred by him in any such capacity or arising out of his status as such, whether or not the Foundation would have the power to indemnify him against liability under the provisions of this Article or under the applicable provisions of Louisiana laws.

ARTICLE 9

PARLIAMENTARY AUTHORITY

Robert's Rules of Order Newly Revised shall be the Foundation's parliamentary authority and shall govern the Foundation in all cases to which they are applicable and on which they are not inconsistent with these bylaws and any special rules of order the Foundation may adopt.

ARTICLE 10

CORPORATE BOOKS

Except as otherwise provided by the laws of the State of Louisiana by the Articles of Incorporation, or by these bylaws, the books and records of the Foundation may be kept in such place or places, within or without the State of Louisiana, as the Board of Trustees may from time to time by resolution determine.

ARTICLE 11

BYLAWS

The power to make, alter, amend or repeal the Bylaws of this Foundation shall be vested in its Board of Trustees. These Bylaws may be amended or revised at any regular or annual meeting of the Board of Trustees by a two-thirds (2/3) vote of the Trustees, and may also be

amended or revised at any special meeting of the Board of Trustees by a two-thirds (2/3) vote of the Trustees, provided that notice of the substance of the proposed amendments or revisions is contained in the notice for such special meeting.

ARTICLE 12

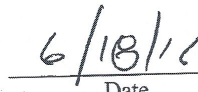
DEFINITION

Throughout these Bylaws the masculine gender shall be deemed to include the feminine and neuter, and the singular the plural, and vice versa, wherever required by the context.

I, LARRY KATZ, SECRETARY OF THE GREATER NEW ORLEANS EDUCATIONAL TELEVISION FOUNDATION, a Louisiana not-for-profit foundation, hereby certify that the foregoing Bylaws were duly and unanimously adopted by the Board of Trustees of such Foundation at its Board of Trustees meeting held on the 21st day of May, 2015.



Larry Katz, Secretary



Date

Last amended May 21, 2015

Appendix C-WYES Passport



What is Passport?

Passport is a new station benefit that gives your donors and supporters extended access to an on-demand library of quality public broadcasting programming online. Passport features both PBS and select local programming that allows you to watch even more episodes of your favorite shows, including “Downton Abbey” on MASTERPIECE along with other popular series including VICIOUS, EARTH A NEW WILD, HOW WE GOT TO NOW, THE GREAT BRITISH BAKING SHOW and many more.

BRAND AND MARKETING POSITIONING

What is the public message?

Passport is a new member benefit that offers extended access to an on-demand library of quality public television programming online. With Passport, you can watch several hundred hours of PBS programming on-demand.

Who is the target audience for Passport?

Passport is designed to appeal to the public media inclined viewer who loves public television and the programming offered by PBS and local stations. At launch, we are encouraging stations to focus on three target audiences:

1. *Current Members*: Passport is a strong member benefit to help retain current or soon-to-lapse members through a product offering that taps into members' already identified affinity for public television.
2. *Lapsed Members*: We all understand the potential and rewards of reaching out to lapsed members and converting them back into the system. Passport could become the low-cost new member benefit that helps drive lapsed members back into your member base.
3. *New Members*: We list new member acquisition last because we understand the high costs associated with acquiring new member, but through effective on-air pledge messaging online promotions, and that helps increase new member acquisition rates.

How do we position this to our members and prospects?

A critical point: This is an *added benefit for membership* –it is not a pledge premium. Think of it like your station magazine or viewer guide: Viewers appreciate and value these benefits, but they're not the reason they give. The reason is to support public television and your station. Passport adds value to their membership. Passport is one of several benefits of membership, not a pledge premium or a standalone benefit. It's vital, and a condition to station participating in Passport, that station and members view Passport as similar to station magazines or benefit cards –not as a replacement for a pledge DVD.

Will this replace or eliminate free streaming on PBS.org or my station video portal?

No. As part of our commitment to universal access, we believe it's vital to continue to stream our content for free across multiple platforms after a program airs. After this free window, however, we see tremendous opportunity to offer station members and other donors an

added benefit –the ability to watch archival content when and where they want it. In short, we’re not *taking away* elements of the free service. Passport goes one step further by offering a library of content for station members *after* it has expired from its free window.

Will Passport be available on all devices?

At launch, Passport will be available via station websites, via PBS.org and the PBS Video iOS and Android apps for smartphones and tablets. We will expand access to additional devices and platforms over time.

MEMBERSHIP

Who decides who qualifies for Passport?

You decide who qualifies as a “member” of your station, as long as the donation requirements have been met as set forth in the Section titled “Who Can Be Awarded Passport?” in these FAQs. There’s no national Passport membership, nor is there a national Passport product.

Who can be awarded Passport?

The member Video On Demand (MVOD) Steering Committee recommended that Passport be offered to donors making a contribution of \$60 or more (or an ongoing contribution of \$5 or more, as a sustaining member). In accordance with PBS Policy and federal tax regulations, it is mandatory that the station offer Passport to all donors contributing an amount of at least \$50 within a 12-month period (including sustainer donors), and station cannot require a minimum contribution of more than \$75 to receive Passport (and other member benefits). Stations that implement Passport are certifying that the member data they provide to PBS only

includes those people eligible in accordance with the above. As set forth in the PBS Policy, PBS reserves the right to audit station's membership lists and/or its use of the pool of activation codes for compliance with these restrictions.

How will Passport be marketed?

For all outbound marketing efforts (i.e. efforts to acquire new members), the MVOD Steering Committee recommended that the newest member benefit start at a yearly contribution of \$60 or more (or an ongoing contribution of \$5 or more, as a sustaining member).

Appendix D- FCC Guidelines



The Public and Broadcasting (July 2008 edition)

Introduction

This Manual is published by the Federal Communications Commission (the “FCC” or the “Commission”), the federal agency directed by Congress to regulate broadcasting. It provides a brief overview of the FCC’s regulation of broadcast radio and television licensees, describing how the FCC authorizes broadcast stations, the various rules relating to broadcast programming and operations with which stations must comply, and the essential obligation of licensees that their stations serve their local communities. The Manual also outlines how you can become involved in assessing whether your local stations are complying with the FCC’s rules and meeting these service obligations, and what you can do if you believe that they are not.

In exchange for obtaining a valuable license to operate a broadcast station using the public airwaves, each radio and television licensee is required by law to operate its station in the “public interest, convenience and necessity.” This means that it must air programming that is responsive to the needs and problems of its local community of license.

To do so, each station licensee must affirmatively identify those needs and problems and then specifically treat those local matters that it deems to be significant in the news, public affairs, political and other programming that it airs. As discussed at page 29 of this Manual, each station must provide the public with information about how it has met this obligation by means of quarterly reports, which contain a listing of the programming that it has aired that the licensee believes provided significant treatment of issues facing the community. As discussed in detail at

throughout this Manual, each station also must maintain and make available to any member of the public for inspection, generally at its studio, a local public inspection file which contains these reports, as well as other materials that pertain to the station's operations and dealings with the FCC and with the community that it is licensed to serve. The public file is an excellent resource to gauge a station's performance of its obligations as a Commission licensee. In the future, television stations with websites will be required to post most of the content of their public files on their websites, or on the website of their state local broadcasters association, if permitted.

The purpose of this Manual is to provide you with the basic tools necessary to ensure that the stations that are licensed to serve you meet their obligations and provide high quality broadcast service. Station licensees, as the trustees of the public's airwaves, must use the broadcast medium to serve the public interest. We at the FCC want you to become involved, if you have any concerns about a local station – including its general operation, programming or other matters – by making your opinion known to the licensee and, if necessary, by advising us of those concerns so that we can take appropriate action. An informed and actively engaged public plays a vital role in helping each station to operate appropriately and serve the needs of its local community.

This Manual provides only a general overview of our broadcast regulation. It is not intended to be a comprehensive or controlling statement of the broadcast rules and policies. Our Internet home page (www.fcc.gov) contains additional information about the Commission, our rules, current FCC proceedings, and other issues. At the close of each section of this Manual, we provide links to those places on the FCC website that provide additional information about the subject matter discussed in the section. Although we will periodically update this Manual and maintain the current version on the FCC website at <http://www.fcc.gov/media/radio/public-and-broadcasting>, we urge you to also make use of the resources contained in these links, which may outline any more recent developments in the law not discussed in the current version of the Manual. If you have any specific questions, you may also contact our Broadcast Information Specialist for radio or television, depending on the nature of your inquiry, by calling toll-free, by facsimile, or by sending an e-mail in the manner noted at pages 32-33 of this Manual.

The FCC and Its Regulatory Authority

The Communications Act. The FCC was created by Congress in the Communications Act for the purpose of “regulating interstate and foreign commerce in communication by wire and radio so as to make available, so far as possible, to all the people of the United States, without discrimination on the basis of race, color, religion, national origin, or sex, a rapid, efficient, Nation-wide, and world-wide wire and radio communications service” (In this context, the word "radio" covers both broadcast radio and television.) The Communications Act authorizes the FCC to "make such regulations not inconsistent with law as it may deem necessary to prevent interference between stations and to carry out the provisions of [the] Act." It directs us to base our broadcast licensing decisions on the determination of whether those actions will serve the public interest, convenience, and necessity.

How the FCC Adopts Rules. As is the case with most other federal agencies, the FCC generally cannot adopt or change rules without first describing or publishing the proposed rules and seeking comment on them from the public. We release a document called a Notice of Proposed Rule Making, in which we explain the new rules or rule changes that we are proposing and establish a filing deadline for public comment on them. (All such FCC Notices are included in the Commission’s Daily Digest and are posted on our website at <http://www.fcc.gov/proceedings-actions/daily-digest>.) After we have had a chance to hear from the public and have considered all comments received, we generally have several options. We can: (1) adopt some or all of the proposed rules, (2) adopt a modified version of some or all of the proposed rules, (3) ask for public comment on additional issues relating to the proposals, or (4) end the rulemaking proceeding without adopting any rules at all. You can find information about how to file comments in our rulemaking proceedings on our Internet website at <http://www.fcc.gov/consumers/guides/how-comment>. The site also provides instructions on how you can file comments electronically. In addition to adopting rules, we also establish broadcast regulatory policies through the individual cases that we decide, such as those involving license renewals, station sales, and complaints about violations of FCC rules.

The FCC and the Media Bureau. The FCC has five Commissioners, each of whom is appointed by the President and confirmed by the Senate. Serving under the Commissioners are a number of Offices and operating Bureaus. One of those is the [Media Bureau](#), which has day-to-day

responsibility for developing, recommending, and administering the rules governing the media, including radio and television stations. The FCC’s broadcast rules are contained in Title 47 of the Code of Federal Regulations (“CFR”), [Parts 73 \(broadcast\)](#) and [74 \(auxiliary broadcast, including low power TV, and translator stations\)](#). Our rules of practice and procedure can be found in Title 47 CFR, [Part 1](#). A link to those rules can be found at [the Code of Federal Regulations site](#). Additional information about the Commission’s Offices and Bureaus, including their respective functions, can be found at <http://www.fcc.gov/bureaus-offices>.

FCC Regulation of Broadcast Radio and Television. The FCC allocates (that is, designates a portion of the broadcast spectrum to) new broadcast stations based upon both the relative needs of various communities for additional broadcast outlets and specified engineering standards designed to prevent interference among stations and to other communications users. As noted above, whenever we review an application – whether to build a new station, modify or renew a license or sell a station – we must determine if its grant would serve the public interest. As discussed earlier, we expect station licensees to be aware of the important problems and issues facing their local communities and to foster public understanding by presenting programming that relates to those local issues.*nbsp; As discussed in this Manual, however, broadcasters – not the FCC or any other government agency – are responsible for selecting the material that they air. By operation of the First Amendment to the U.S. Constitution, and because the Communications Act expressly prohibits the Commission from censoring broadcast matter, our role in overseeing program content is very limited.

We license only individual broadcast stations. We do not license TV or radio networks (such as CBS, NBC, ABC or Fox) or other organizations with which stations have relationships (such as PBS or NPR), except to the extent that those entities may also be station licensees. We also do not regulate information provided over the Internet, nor do we intervene in private disputes involving broadcast stations or their licensees. Instead, we usually defer to the parties, courts, or other agencies to resolve such disputes.

The Licensing of TV and Radio Stations

Commercial and Noncommercial Educational Stations. The FCC licenses FM radio and TV stations as either commercial or noncommercial educational (“NCE”). (All AM radio stations are licensed as commercial facilities.) Commercial stations generally support themselves through the sale of advertising. In contrast, NCE stations generally meet their operating expenses with contributions received from listeners and viewers, and also may receive government funding. In addition, NCE stations may receive contributions from for-profit entities, and are permitted to acknowledge such contributions or underwriting donations with announcements naming and generally describing the contributing party or donor. However, NCE stations may not broadcast commercials or other promotional announcements on behalf of for-profit entities. These limitations on NCE stations are discussed further at page 21 of this Manual [also see [Commission Policy on the Noncommercial Nature of Educational Broadcasting](#)].

Applications to Build New Stations; Length of the License Period. Before a party can build a new TV or radio station, it first must apply to the FCC for a construction permit. The applicant must demonstrate in its application that it is qualified to construct and operate the station as specified in its application and that its proposed facility will not cause objectionable interference to any other station. Once its application has been granted, the applicant is issued a construction permit, which authorizes it to build the station within a specified period of time, usually three years. After the applicant (now considered a “permittee”) builds the station, it must file a license application, in which it certifies that it has constructed the station consistent with the technical and other terms specified in its construction permit. Upon grant of that license application, the FCC issues the new license to operate to the permittee (now considered a “licensee”), which authorizes the new licensee to operate for a stated period of time, up to eight years. At the close of this period, the licensee must seek renewal of its station license.

Applications for License Renewal. Licenses expire and renewal applications are due on a staggered basis, based upon the state in which the station is licensed. Before we can renew a station’s license, we must first determine whether, during the preceding license term, the licensee has served the public interest; has not committed any serious violations of the Communications Act or the FCC’s rules; and has not committed other violations which, taken together, would

constitute a pattern of abuse. To assist us in this evaluative process, a station licensee must file a renewal application (FCC Form 303-S), in which it must respond concerning whether:

- it has sent us certain required reports;
- neither it nor its owners have or have had any interest in a broadcast application involved in an FCC proceeding in which character issues were resolved adversely to the applicant or were left unresolved, or were raised in connection with a pending application;
- its ownership is consistent with the Communications Act’s restrictions on licensee interests held by foreign governments, foreign corporations, and non-U.S. citizens;
- there has not been an adverse finding or adverse final action against it or its owners by a court or administrative body in a civil or criminal proceeding involving a felony, mass media-related antitrust or unfair competition law, the making of fraudulent statements to a governmental unit, or discrimination;
- there were no adjudicated violations of the Communications Act or the Commission's rules during the current license term;
- neither the licensee nor its owners have been denied federal benefits due to drug law violations;
- its station operation complies with the Commission's radiofrequency (“RF”) radiation exposure standards;

- it has, in a timely manner, placed and maintained certain specified materials in its public inspection file (as discussed at pages 25-31 of this Manual);
- it has not discontinued station operations for more than 12 consecutive months during the preceding license term and is currently broadcasting programming;
- it has filed FCC Form 396, the *Broadcast Equal Employment Opportunity Program Report*; and
- if the application is for renewal of a television license, it has complied with the limitations on commercial matter aired during children’s programming and filed the necessary *Children’s Television Programming Reports*(FCC Form 398) (as discussed at page 17 of this Manual).

Digital Television. After February 17, 2009, all full-power TV stations are required to stop broadcasting in analog and continue broadcasting only in digital. This is known as the “DTV transition.” Because digital is much more efficient than analog, part of the scarce and valuable spectrum that is currently used for analog broadcasting will be used for important new services

such as enhanced public safety communications for police, fire departments, and emergency rescue workers. Part of the spectrum will also be made available for advanced wireless services such as wireless broadband.

Digital broadcasting also enables television stations to offer viewers several benefits. For example, stations broadcasting in digital can offer viewers improved picture and sound quality as well as more programming options (referred to as “multicasting”) because digital technology gives each television station the ability to broadcast multiple channels at the same time.

Consumers who receive television signals via over-the-air antennas (as opposed to subscribers to pay services like cable and satellite TV) will be able to receive digital signals on their analog sets if they purchase a digital-to-analog converter box that converts the digital signals to analog. Alternatively, if consumers purchase a digital television (a TV with built in digital tuner), they will be able to receive digital broadcast programming. If your TV set receives local broadcast stations through a paid provider such as cable or satellite TV, it is already prepared for the DTV transition.

Regarding consumers who are shopping for new televisions, the Commission's digital tuner rule prohibits the importation or interstate shipment of any device containing an analog tuner unless it also contains a digital tuner. Retailers may continue to sell analog-only devices from existing inventory. However, at the point of sale, retailers must post notices advising consumers that TV sets and equipment such as VCRs that contain only an analog tuner will not be able to receive over-the-air-television signals from full-power broadcast stations after February 17, 2009, without the use of a digital-to-analog converter box.

Television broadcasters must promote public awareness of the DTV transition with an on-air education campaign, providing consumers with information about the transition. They must report their efforts on a quarterly basis by filing FCC Form 388 with the Commission, posting each such Form on their website and placing them in their station public inspection files.

While the February 17, 2009, deadline for ending analog broadcasts does not apply to low-power, Class A, and TV translator stations, these stations will eventually transition to all-digital service. In the meantime, some consumers may continue to receive programming from these stations in analog format after the transition date.

Additional information concerning the DTV transition can be found on the FCC's website, at <http://www.fcc.gov/digital-television>, or by calling toll free 1-888-CALL-FCC.

Digital Radio. The FCC has also approved digital operation for AM and FM radio broadcast stations (often referred to as "HD Radio"). As with DTV, digital radio substantially improves the quality of the radio signal and allows a station to offer multicasting over several programming streams, as well as certain enhanced services. Unlike the mandatory digital transition deadline for television stations however, radio stations will be able to continue to operate in analog and will have discretion whether also to transmit in digital and, if so, when to begin such operation. In order to receive the digital signals of those stations that choose to so operate, consumers will have to purchase new receivers.

Because digital radio technology allows a radio station to transmit simultaneously in both analog and digital, however, listeners will be able to continue to use their current radios to receive the analog signals of radio stations that transmit both analog and digital signals. Receivers are being marketed that incorporate both modes of reception, with the ability to automatically switch to the analog signal if the digital signal cannot be detected or is lost by the receiver. For additional information about digital radio, see the [Digital Radio](#) page.

Public Participation in the Licensing Process

Renewal Applications. You can submit a protest against a station's license renewal application by filing a formal petition to deny its application, or by sending us an informal objection to the application. Before its license expires, each station licensee must broadcast a series of announcements providing the date its license will expire, the filing date for the renewal application, the date by which formal petitions against it must be filed, and the location of the station's public inspection file that contains the application. Petitions to deny the application must be filed by the end of the first day of the last full calendar month of the expiring license term. (For example, if the license expires on December 31, we must receive any petition at our Washington, D.C. headquarters by the end of the day on December 1.)

Broadcast licenses generally expire on a staggered basis, by state, with most radio licenses next expiring between October 1, 2011 and August 1, 2014, and most television licenses expiring between October 1, 2012 and August 1, 2015, one year after the radio licenses in the same state. A listing of the next expiration dates for radio and television licenses, by state, can be found on the Commission's website at [Broadcast License Renewal](#) page. Before you file a petition to deny an application, you should check our rules and policies to make sure that your petition complies with our procedural requirements. A more complete description of these procedures and requirements can be found on the Commission's website at http://transition.fcc.gov/localism/renew_process_handout.pdf. You can also file an informal objection at any time before we either grant or deny the application. Instructions for filing informal objections can be found on the Commission's website at http://transition.fcc.gov/localism/renew_process_handout.pdf. If you have any specific questions, you may also contact our Broadcast Information Specialist for radio or television, depending on the nature of your inquiry, by calling toll-free, by facsimile, or by sending an e-mail in the manner noted at pages 32-33 of this Manual.

Other Types of Applications. You can also participate in the application process by filing a petition to deny when someone applies for a new station, and when a station is to be sold (technically called an "assignment" of the license), its licensee is to undergo a major transfer of stock or other ownership, or control (technically called a "transfer of control"), or the station proposes major facility changes. The applicant is required to publish a series of notices in the closest local newspaper, containing information similar to that noted above regarding renewal applications, when it files these types of applications. Upon receipt of the application, the FCC will issue a Public Notice and begin a 30-day period during which petitions to deny these applications may be filed. (All FCC Public Notices are included in the Commission's Daily Digest and are posted on our website at [Daily Digest](#).) As with renewal applications, you can also file an informal objection to these types of applications, or any other applications, at any time before we either grant or deny the application. Again, if you have any specific questions about our processes or the status of a particular application involving a station, you may contact our Broadcast Information Specialist for radio or television, depending on the nature of your inquiry, by calling toll-free, by facsimile, or by sending an e-mail in the manner noted at pages 32-33 of this Manual.

Broadcast Programming: Basic Law and Policy

The FCC and Freedom of Speech. The First Amendment, as well as Section 326 of the Communications Act, prohibits the Commission from censoring broadcast material and from interfering with freedom of expression in broadcasting. The Constitution's protection of free speech includes that of programming that may be objectionable to many viewer or listeners. Thus, the FCC cannot prevent the broadcast of any particular point of view. In this regard, the Commission has observed that "the public interest is best served by permitting free expression of views." However, the right to broadcast material is not absolute. There are some restrictions on the material that a licensee can broadcast. We discuss these restrictions below.

Licensee Discretion. Because the Commission cannot dictate to licensees what programming they may air, each individual radio and TV station licensee generally has discretion to select what its station broadcasts and to otherwise determine how it can best serve its community of license. Licensees are responsible for selecting their entertainment programming, as well as programs concerning local issues, news, public affairs, religion, sports events, and other subjects. As discussed at page 29 of this Manual, broadcast licensees must periodically make available detailed information about the programming that they air to meet the needs and problems of their communities, which can be found in each station public file. They also decide how their programs will be structured and whether to edit or reschedule material for broadcasting. In light of the First Amendment and Section 326 of the Communications Act, we do not substitute our judgment for that of the licensee, nor do we advise stations on artistic standards, format, grammar, or the quality of their programming. Licensees also have broad discretion regarding commercials, with the exception of those for political candidates during an election and the limitations on advertisements aired during children's programming (we discuss these respective requirements at pages 13-14, and 17 of this Manual).

Criticism, Ridicule, and Humor Concerning Individuals, Groups, and Institutions. The First Amendment's guarantee of freedom of speech similarly protects programming that stereotypes or may otherwise offend people with regard to their religion, race, national background, gender, or other characteristics. It also protects broadcasts that criticize or ridicule established customs and institutions, including the government and its officials. The Commission recognizes that, under our Constitution, people must be free to say things that the majority may abhor, not only what

most people may find tolerable or congenial. However, if you are offended by a station's programming, we urge you to make your concerns known to the station licensee, in writing.

Programming Access. In light of their discretion to formulate their programming, station licensees are not required to broadcast everything that is offered or otherwise suggested to them. Except as required by the Communications Act, including the use of stations by candidates for public office (discussed at pages 13-14 of this Manual), licensees have no obligation to allow any particular person or group to participate in a broadcast or to present that person or group's remarks.

Broadcast Programming: Law and Policy on Specific Kinds of Programming

Broadcast Journalism

Introduction. As noted above, in light of the fundamental importance of the free flow of information to our democracy, the First Amendment and the Communications Act bar the FCC from telling station licensees how to select material for news programs, or prohibiting the broadcast of an opinion on any subject. We also do not review anyone's qualifications to gather, edit, announce, or comment on the news; these decisions are the station licensee's responsibility. Nevertheless, there are two issues related to broadcast journalism that are subject to Commission regulation: hoaxes and news distortion.

Hoaxes. The broadcast by a station of false information concerning a crime or catastrophe violates the FCC's rules if:

- the station licensee knew that the information was false,
- broadcasting the false information directly causes substantial public harm, and
- it was foreseeable that broadcasting the false information would cause such harm.

In this context, a "crime" is an act or omission that makes the offender subject to criminal punishment by law, and a "catastrophe" is a disaster or an imminent disaster involving violent or

sudden events affecting the public. The broadcast must cause direct and actual damage to property or to the health or safety of the general public, or diversion of law enforcement or other public health and safety authorities from their duties, and the public harm must begin immediately. If a station airs a disclaimer before the broadcast that clearly characterizes the program as fiction and the disclaimer is presented in a reasonable manner under the circumstances, the program is presumed not to pose foreseeable public harm. Additional information about the hoax rule can be found on the FCC's website at the [Broadcasting False Information](#) page.

News Distortion. The Commission often receives complaints concerning broadcast journalism, such as allegations that stations have aired inaccurate or one-sided news reports or comments, covered stories inadequately, or overly dramatized the events that they cover. For the reasons noted above, the Commission generally will not intervene in such cases because it would be inconsistent with the First Amendment to replace the journalistic judgment of licensees with our own. However, as public trustees, broadcast licensees may not intentionally distort the news: the FCC has stated that "rigging or slanting the news is a most heinous act against the public interest." The Commission will investigate a station for news distortion if it receives documented evidence of such rigging or slanting, such as testimony or other documentation, from individuals with direct personal knowledge that a licensee or its management engaged in the intentional falsification of the news. Of particular concern would be evidence of the direction to employees from station management to falsify the news. However, absent such a compelling showing, the Commission will not intervene. For additional information about news distortion, see the [Broadcast Journalism Complaints](#) page.

Political Broadcasting: Candidates for Public Office. In recognition of the particular importance of the free flow of information to the public during the electoral process, the Communications Act and the Commission's rules impose specific obligations on broadcasters regarding political speech.

- *Reasonable Access.* The Communications Act requires that broadcast stations provide "reasonable access" to candidates for federal elective office. Such access must be made available during all of a station's normal broadcast schedule, including television prime time and radio drive time. In addition, federal candidates are entitled to purchase all classes of

time offered by stations to commercial advertisers, such as preemptible and non-preemptible time. The only exception to the access requirement is for bona fide news programming (as defined below), during which broadcasters may choose not to sell airtime to federal candidates. Broadcast stations have discretion as to whether to sell time to candidates in state and local elections.

- *Equal Opportunities.* The Communications Act requires that, when a station provides airtime to a legally qualified candidate for any public office (federal, state, or local), the station must “afford equal opportunities to all other such candidates for that office.” The equal opportunities provision of the Communications Act also provides that the station “shall have no power of censorship over the material broadcast” by the candidate. The law exempts from the equal opportunities requirement appearances by candidates during bona fide news programming, defined as an appearance by a legally qualified candidate on a bona fide newscast, interview, or documentary (if the appearance of the candidate is incidental to the presentation of the subject covered by the documentary) or on-the-spot coverage of a bona fide news event (including debates, political conventions and related incidental activities).

In addition, a station must sell political advertising time to certain candidates during specified periods before a primary or general election at the lowest rate charged for the station’s most favored commercial advertiser. Stations must maintain and make available for public inspection, in their public inspection files, a political file containing certain documents and information, discussed at page 28 of this Manual. For additional information about the political rules, see the [Media Bureau, Policy Division](#) page.

Objectionable Programming

Programming Inciting “Imminent Lawless Action.” The Supreme Court has held that the government may curtail speech if it is both: (1) intended to incite or produce “imminent lawless action;” and (2) likely to “incite or produce such action.” Even when this legal test is met, any review that might lead to a curtailment of speech is generally performed by the appropriate criminal law enforcement authorities, not by the FCC.

Obscene, Indecent, or Profane Programming. Although, for the reasons discussed earlier, the Commission is generally prohibited from regulating broadcast content, the courts have held that the FCC's regulation of obscene and indecent programming is constitutional, because of the compelling societal interests in protecting children from potentially harmful programming and supporting parents' ability to determine the programming to which their children will be exposed at home.

Obscene material is not protected by the First Amendment and cannot be broadcast at any time. To be obscene, the material must have all of the following three characteristics:

- an average person, applying contemporary community standards, must find that the material, as a whole, appeals to the prurient interest;
- the material must depict or describe, in a patently offensive way, sexual conduct specifically defined by applicable law; and
- the material, taken as a whole, must lack serious literary, artistic, political, or scientific value.

Indecent material is protected by the First Amendment, so its broadcast cannot constitutionally be prohibited at all times. However, the courts have upheld Congress' prohibition of the broadcast of indecent material during times of the day in which there is a reasonable risk that children may be in the audience, which the Commission has determined to be between the hours of 6 a.m. and 10 p.m. Indecent programming is defined as "language or material that, in context, depicts or describes, in terms patently offensive as measured by contemporary community standards for the broadcast medium, sexual or excretory organs or activities." Broadcasts that fall within this definition and are aired between 6 a.m. and 10 p.m. may be subject to enforcement action by the FCC.

Profane material also is protected by the First Amendment, so its broadcast cannot be outlawed entirely. The Commission has defined such program matter to include language that is both "so grossly offensive to members of the public who actually hear it as to amount to a nuisance" and is sexual or excretory in nature or derived from such terms. Such material may be the subject of possible Commission enforcement action if it is broadcast within the same time period applicable to indecent programming: between 6 a.m. and 10 p.m.

How to File an Obscenity, Indecency, or Profanity Complaint: In order to allow its staff to make a determination of whether complained-of material is actionable, the Commission requires that

complainants provide certain information: (1) the date and time of the alleged broadcast; (2) the call sign, channel or frequency of the station involved; and (3) the details of what was actually said (or depicted) during the alleged indecent, profane, or obscene broadcast. Submission of an audio or video tape, CD, DVD or other recording or transcript of the complained-of material is not required but is helpful, as is specification of the name of the program, the on-air personality, song, or film, and the city and state in which the complainant saw or heard the broadcast.

Violent Programming. Many members of the public have expressed concern about violent television programming and the negative impact such broadcast material may have upon children. In response to these concerns, and at the request of 39 members of the U.S. House of Representatives, the FCC conducted a proceeding seeking public comment on violent programming. In April 2007, the Commission delivered to Congress a Report recommending that the industry voluntarily commit to reducing the amount of such programming viewed by children. The Commission also suggested that Congress consider enacting legislation that would better support parents' efforts to safeguard their children from such objectionable programming. The Commission's Report can be accessed at [April 25, 2007 Report in MB Docket 04-261](#).

The V-Chip and TV Program Ratings. In light of the widespread concern about obscene, indecent, profane, violent, or otherwise objectionable programming, in 1996, Congress passed a law to require TV sets with screens 13 inches or larger to be equipped with a "V-Chip" – a device that allows parents to program their sets to block TV programming that carries a certain rating. Since 2000, all such sets manufactured with screens 13 inches or larger must contain the V-Chip technology. This technology, which must be activated by parents, works in conjunction with a voluntary television rating system created and administered by the television industry and others, which enables parents to identify programming containing sexual, violent, or other content that they believe may be harmful to their children. All of the major broadcast networks and most of the major cable networks are encoding their programming with this ratings information to work with the V-Chip. However, some programming, such as news and sporting events, and unedited movies aired on premium cable channels, are not rated. In 2004, the FCC expanded the V-Chip requirement to apply also to devices that do not have a display screen but are used with a TV set, such as a VCR or a digital-to-analog converter box.

For more information about this ratings program, including a description of each ratings category, please see the [FCC's V-Chip website](#).

Other Broadcasting Content Regulation

Station Identification. Stations must air identification announcements when they sign on and off for the day. They also must broadcast these announcements every hour, as close to the start of the hour as possible, at a natural programming break. TV stations may make these announcements on-screen or by voice only. Official station identification includes the station's call letters, followed by the community specified in its license as the station's location. Between the call letters and its community, the station may insert the name of the licensee, the station's channel number, and/or its frequency. It may also include any additional community or communities, as long as it first names the community to which it is licensed by the FCC. DTV stations also may identify their digital multicast programming streams separately if they wish, and, if so, must follow the format described in the FCC's rules.

Commencing as of a date to be determined, for television stations, twice daily, the station identification will also have to include a notice of the existence, location and accessibility of the station's public file. The notice will have to state that the station's public file is available for inspection and that members of the public can view it at the station's main studio and on its station website. Broadcast of at least one of these announcements will be required between the hours of 6 p.m. and midnight.

Children's Television Programming. Throughout its license term, every TV station must serve the educational and informational needs of children both by means of its overall programming and through programming that is specifically designed to serve those needs. Licensees are eligible for routine staff-level approval of the Children's Television Act portion of their renewal applications if they air at least three hours of "core" children's television programming, per week, or proportionally more if they provide additional free digital programming streams. Core programming is defined as follows:

- *Educational and Informational.* The programming must further the educational and informational needs of children 16 years old and under (this includes their intellectual/cognitive or social/emotional needs).
- *Specifically Designed to Serve Their Needs.* A program is considered “specifically designed to serve the educational and information needs of children” if: (1) that is its significant purpose; (2) it is aired between the hours of 7 a.m. and 10 p.m.; (3) it is a regularly scheduled weekly program; and (4) it is at least 30 minutes in duration.

To ensure that parents and other interested parties are informed of the educational and informational children’s programming that their area stations offer, television licensees must identify each program specifically designed to “educate and inform” children by displaying the icon “E/I” throughout the program. In addition, commercial stations must provide information identifying such programs to the publishers of program guides.

During the broadcast of TV programs aimed at children 12 and under, advertising may not exceed 10.5 minutes an hour on weekends and 12 minutes an hour on weekdays.

These rules apply to analog and digital broadcasting. As discussed at page 9 of this Manual, television stations have traditionally operated with analog technology. Television stations, however, are in the process of switching to digital broadcasting, which greatly enhances their capability to serve their communities. Among other things, digital technology permits stations to engage in multicasting, that is, to air more than one stream of programming at the same time. Digital stations that choose to air more than one stream of free, over-the-air video programming must air proportionately more children’s educational programming than stations that air only one stream of free, over-the-air video programming.

Each television licensee is required to prepare and place in the public inspection file at the station a quarterly Children’s Television Programming Report (FCC Form 398) identifying its core programming. These reports must also be filed electronically with the FCC each quarter and can be viewed on the FCC’s website, at the [Childrens' Educational Television Reporting](#) page. This requirement of the station’s public file is discussed at page 29 of this Manual.

The FCC has created a children’s educational television website to inform parents and other members of the public about the obligation of every television broadcast station to provide

educational and informational programming for children. This website provides access to background information about these obligations, as well as information about children's educational programs that are aired on television stations in your area and throughout the country. This website also can help TV stations comply with the children's television requirements. You can access the children's educational television website by going to the [Childrens' Educational Television](#) page.

Station-Conducted Contests. A station that broadcasts or advertises information about a contest that it conducts must fully and accurately disclose the material terms of the contest, and must conduct the contest substantially as announced or advertised. Contest descriptions may not be false, misleading, or deceptive with respect to any material term, including the factors that define the operation of the contest and affect participation, such as entry deadlines, the prizes that can be won, and how winners will be selected. Additional information about the contest rule can be found at the [Broadcasting Contests, Lotteries, and Solicitation of Funds](#) page.

Lotteries. Federal law prohibits the broadcast of advertisements for a lottery or information concerning a lottery. A lottery is any game, contest, or promotion that contains the elements of prize, chance, and "consideration" (a legal term that means an act or promise that is made to induce someone into an agreement). For example, casino gambling is generally considered to be a "lottery" subject to the terms of the advertising restriction although, as discussed below, the prohibition is not applied to truthful advertisements for lawful casino gambling. Many types of contests, depending on their particulars, also are covered under this definition.

The statute and FCC rules list a number of exceptions to this prohibition, principally advertisements for: (1) lotteries conducted by a state acting under the authority of state law, when the advertisement or information is broadcast by a radio or TV station licensed to a location in that state or in any other state that conducts such a lottery; (2) gambling conducted by an Indian Tribe under the Indian Gaming Regulatory Act; (3) lotteries authorized or not otherwise prohibited by the state in which they are conducted, and which are conducted by a not-for-profit organization or a governmental organization; and (4) lotteries conducted as a promotional activity by commercial organizations that are clearly occasional and ancillary to the primary business of that organization, as long as the lotteries are authorized or not otherwise prohibited by the state in which they are conducted.

In 1999, the Supreme Court held that the prohibition on broadcasting advertisements for lawful casino gambling could not constitutionally be applied to truthful advertisements broadcast by radio or television stations licensed in states in which such gambling is legal. Relying upon the reasoning in that decision, the FCC and the United States Department of Justice later concluded that the lottery advertising prohibition may not constitutionally be applied to the broadcast of any truthful advertisements for lawful casino gambling, whether or not the state in which the broadcasting station is located permits casino gambling. Additional information about the rule concerning lotteries can be found at the [Broadcasting Contests, Lotteries, and Solicitation of Funds](#) page.

Soliciting Funds. No federal law prohibits the broadcast by stations of requests for funds for legal purposes (including appeals by stations for contributions to meet their operating expenses), if the money or other contributions are used for the announced purposes. However, federal law prohibits fraud by wire, radio or television – including situations in which money solicited for one purpose is used for another – and doing so may lead to FCC sanctions, as well as to criminal prosecution by the U.S. Department of Justice. Additional information about fund solicitation can be found at the [Broadcasting Contests, Lotteries, and Solicitation of Funds](#) page.

Broadcast of Telephone Conversations. Before broadcasting a telephone conversation live or recording a telephone conversation for later broadcast, a station must inform any party to the call of its intention to broadcast the conversation. However, that notification is not necessary when the other party knows that the conversation will be broadcast or such knowledge can be reasonably presumed, such as when the party is associated with the station (for example, as an employee or part-time reporter) or originates the call during a program during which the station customarily broadcasts the calls. For additional information on the rule concerning the broadcast of telephone conversations, see the [Broadcast of Telephone Conversations](#) page.

Access to Broadcast Material By People With Disabilities

The Communications Act and the Commission's rules require television station licensees to broadcast certain information that makes viewing more accessible to people with disabilities.

Closed Captioning. Closed captioning is a technology designed to provide access to television programming by persons with hearing disabilities by displaying, in text form, the audio portion of a broadcast, as well as descriptions of background noise and sound effects. Closed captioning is hidden as encoded data transmitted within the television signal. A viewer wishing to see the captions must use a set-top decoder or a television with built-in decoder circuitry. All television sets with screens 13 inches or larger manufactured since mid-1993, including digital sets, have built-in decoder circuitry.

As directed by Congress in the Telecommunications Act of 1996, the FCC has adopted rules requiring closed captioning of most, but not all, television programming. The rules require those that distribute television programs directly to home viewers, including broadcast stations, to comply with these rules. The rules also provide certain exemptions from the captioning requirements. Additional information on the closed captioning requirements may be found on the FCC website at the [Closed Captioning](#) page.

Access to Emergency Information. The FCC also requires television stations to make the local emergency information that they provide to viewers accessible to persons with disabilities. Thus, if emergency information is provided aurally, such information also must be provided in a visual format for persons who are deaf or hard of hearing. The emergency information may be closed captioned or presented through an alternative method of visual presentation. Such methods include open captioning, crawls, or scrolls that appear on the screen. The information provided visually must include critical details regarding the emergency and how to respond. Critical details could include, among other things, specific information regarding the areas that will be affected by the emergency, evacuation orders, detailed descriptions of areas to be evacuated, specific evacuation routes, approved shelters or the way to take shelter in one's home, instructions on how to secure personal property, road closures, and how to obtain relief assistance. Similarly, if the emergency information is presented visually, it must be made accessible. If the emergency information interrupts programming, such as through a crawl, such information must be accompanied with an aural tone to alert persons with visual disabilities that the station is providing this information so that such persons may be alerted to turn to another source, such as a radio, for more information. Additional information concerning this requirement can be found on the FCC website at the [Accessibility of Emergency Information on Television](#) page.

Business Practices and Advertising

Business Practices, Advertising Rates, and Profits. Except for the requirements concerning political advertisements (discussed at pages 13-14 of this Manual), the limits on the number of commercials that can be aired during children’s programming (see page 17), and the prohibition of advertisements over noncommercial educational stations (see pages 21-22), the Commission does not regulate a licensee’s business practices, such as its advertising rates or its profits. Rates charged for broadcast time are matters for private negotiation between sponsors and stations. Further, except for certain classes of political advertisements (see pages 13-14), station licensees have full discretion to accept or reject any advertising.

Employment Discrimination and Equal Employment Opportunity (“EEO”). The FCC requires that all licensees of radio and TV stations afford equal opportunity in employment. We also prohibit employment discrimination on the basis of race, color, religion, national origin, or sex. However, religious stations are permitted to require that some or all of their employees meet a religious qualification.

Our EEO recruitment rules have three prongs. They require all stations that employ five or more full-time employees (defined as those regularly working 30 hours a week or more) to:

- widely distribute information concerning each full-time job vacancy, except for vacancies that need to be filled under demanding or other special circumstances;
- send notices of openings to organizations in the community that are involved in employment if the organization requests such notices; and
- engage in general outreach activities every two years, such as job fairs, internships, and other community events.

Each licensee with five or more full-time employees must maintain records of its recruitment efforts, and create and place in its public file an annual public file report listing specified information about its recruitment efforts. (The requirements for the EEO portion of the public file are discussed at page 28 of this Manual.) The annual EEO public file report must also be

posted on a station's website, if one exists. In addition, television licensees with five or more full-time employees and radio licensees with 11 or more full-time employees must file an FCC Form 397 Broadcast Mid-Term Report. Each licensee, regardless of size, must file an FCC Form 396 EEO Program Report with its license renewal application. Finally, a prospective station licensee must file an FCC Form 396-A Broadcast Model Program Report with its new station or assignment or transfer application. The FCC reviews EEO compliance at the time that it considers the station renewal application, when it reviews Broadcast Mid-Term Reports, when it receives EEO complaints, and during random station audits. A full range of enforcement actions is available for EEO violations, including the imposition of reporting conditions, forfeitures, short-term license renewal, and license revocation.

Sponsorship Identification. The sponsorship identification requirements contained in the Communications Act and the Commission's rules generally require that, when money or other consideration for the airing of program material has been received by or promised to a station, its employees or others, the station must broadcast full disclosure of that fact at the time of the airing of the material, and identify who provided or promised to provide the consideration. This requirement is grounded in the principle that members of the public should know who is trying to persuade them with the programming being aired. This disclosure requirement also applies to the broadcast of musical selections for consideration (so-called "payola") and the airing of certain video news releases. In the case of advertisements for commercial products or services, it is sufficient for a station to announce the sponsor's corporate or trade name, or the name of the sponsor's product (where it is clear that the mention of the product constitutes a sponsorship identification). For additional information about the sponsorship identification and payola rules, see the [Payola Rules](#) page.

Underwriting Announcements on Noncommercial Educational Stations. Noncommercial educational stations may acknowledge contributions over the air, but they may not broadcast commercials or otherwise promote the goods and services of for-profit donors or underwriters. Acceptable "enhanced underwriting" acknowledgements of for-profit donors or underwriters may include: (1) logograms and slogans that identify but do not promote; (2) location information; (3) value-neutral descriptions of a product line or service; and (4) brand names, trade names, and product service listings. However, such acknowledgements may not interrupt the station's regular programming. For additional information about the underwriting

rules, see the [Commission Policy on the Noncommercial Nature of Educational Broadcasting](#) and [Enforcement Bureau's Enhanced Underwriting](#) page.

Loud Commercials. The FCC does not regulate the volume of broadcast programming, including commercials. Surveys and technical studies reveal that the perceived loudness of particular broadcast matter is a subjective judgment that varies with each viewer and listener and is influenced by many factors, such as the material's content and style and the voice and tone of the person speaking. The FCC has found no evidence that stations deliberately raise audio and modulation levels to emphasize commercial messages.

Manually controlling the set's volume level or using the "mute" button with a remote control constitutes the simplest approach to reducing volume levels deemed to be excessive. Many television receivers are equipped with circuits that are designed to stabilize the loudness between programs and commercials. These functions usually must be activated through the receiver's "set up/audio" menu. Should these techniques fail to resolve the problem, you may consider addressing any complaint about broadcast volume levels to the licensee of the station involved. Additional information about loud commercials can be found at [Loud Commercials and the calm Act](#).

False or Misleading Advertising. The [Federal Trade Commission](#) has primary responsibility for determining whether an advertisement is false or deceptive and for taking action against the sponsor. The [Food and Drug Administration](#) has primary responsibility for the safety of food and drug products. Depending on the nature of the advertisement, you should contact these agencies regarding advertisements that you believe may be false or misleading. Additional information about false or misleading advertising can be found at [Complaints About Broadcast Advertising](#).

Offensive Advertising. Unless a broadcast advertisement is found to be in violation of a specific law or rule, the government cannot take action against it. However, if you believe that an advertisement is offensive because of the nature of the item advertised, the scheduling of the announcement, or the manner in which the message is presented, you should consider addressing your complaint directly to the station or network involved, providing the date and time of the broadcast and the product or advertiser in question. This will help those involved in the selection of advertising material to become better informed about audience opinion.

Tobacco and Alcohol Advertising. Federal law prohibits the airing of advertising for cigarettes, little cigars, smokeless tobacco, and chewing tobacco on radio, TV, or any other medium of electronic communication under the FCC's jurisdiction. However, the advertising of smoking accessories, cigars, pipes, pipe tobacco, or cigarette-making machines is not prohibited. Congress has not enacted any law prohibiting broadcast advertising of any kind of alcoholic beverage, and the FCC does not have a rule or policy regulating such advertisements.

Appendix E –Employer Guide to Structuring a Successful Internship Program

Creating a Mutually Beneficial Relationship

The rise in global competition for a talented and innovative workforce brings opportunities for Rhode Island employers to gain a competitive edge.

What is the best experiential option for your organization?

Experiential Learning provides students with direct experience through which they can use analytical skills and reflection to apply new ideas gained from the experience to their classroom learning. Experiential learning includes internships, service learning, and various practicum opportunities. Determine what the best fit for the organization is by considering the following definitions:

- Volunteer is a person who performs a service willingly, without pay or credit in order to support a cause.
- Service Learning is curriculum-based emphasizing hands-on learning while addressing real world concerns. The service experience provides a context for translating discipline based theories into practice.
- Civic Engagement offers a broad concept of community involvement and awareness that can include service, advocacy, service learning, volunteerism and political participation, with the goal of helping to develop community based knowledge, values and skills.
- Capstone/Project Based Learning course is the culmination of learning in the major. A student generally works on a single large project--such as a thesis paper or large research project--for the entire semester.

- Externships (Job Shadow) provide an initial exposure to a career for a brief period of time (such as one day a week or a couple hours per week) by having students “shadow” an experienced employee or professional. Externships may include academic credit when connected to a course.
- Internships are defined by the National Association of Colleges and Employers (NACE) as: “a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.” In addition, an internship is a semester (fall, spring, summer) in duration, may or may not carry credit, may be paid or unpaid based on the Department of Labor criteria (See Page 8 for DOL Requirements).
- A Student Employee is a person who is hired to provide services to an organization on a regular basis in exchange for compensation, not for academic credit. This is appropriate when you don’t meet Department of Labor 6 Prong test. (See Page 8)

A closer look at a Volunteer

A Volunteer might be the best fit for your organization if you are looking for one time assistance at an event or program or if you need 3-12 hours per week of service. Unlike an Internship, the focus of a volunteer position is primarily on the service being completed and the individual or issue receiving that service. An internship will primarily focus on the learning experience of the student and the benefits to the organization/ employer are secondary. Service Learning is a balance between the two with equal focus on learning, service and benefits to

recipients and providers. Source: Furco, Andrew. 1996. Service-Learning: A balanced approach to experiential education. Corporation for National Service. Expanding boundaries: Serving and Learning. Columbia, MD. The Cooperative Education Association).

A closer look at an Intern

Often times an internship is the ideal fit for an individual and employer. An internship is any carefully monitored meaningful learning experience in which a individual has intentional professional goals and reflects actively on what he or she is accomplishing throughout the experience. Developing an internship program is an excellent strategy for investing in your organization's future successes, often leading to discovering future colleagues and leaders.

A typical internship:

- Includes developing intentional learning objective goals that are structured into the experience and supervised by a professional with relevant and related background in the field.
- Promotes academic, career and/or personal development.
- Includes learning objectives, observation, reflection, and evaluation.
- Balances the intern's learning goals with the organization's needs.
- Typically lasts three months. May be part-time or full-time.
- Involves industry related and soft skill development.
- May be carefully monitored and evaluated for academic credit.
- Provides adequate supervision in a reasonably safe environment with the necessary tools to perform the learning goals agreed upon for the duration of the internship.

An Internship is not:

- Free help.
- Meant to replace an employee.
- More than 20% busy work (filing, covering phone, errands).

How do employers benefit from an Internship Program?

One of the more significant advantages to providing internships is the opportunity to select and develop your future talent. You have the opportunity to evaluate and screen potential employees prior to making a full-time position offer, which leads to financial savings. Employers have reported converting more than half of eligible interns into full-time hires. If hired in a permanent position, previous interns assimilate faster to their new roles and have shorter learning curves than external hires.

Interns can:

- Provide freedom for professional staff to pursue creative or more advanced projects.
- Increase staff retention rate.
- Assist an organization in application of the latest strategies and techniques in the field.
- Maintain connections with colleges and increase visibility on campus.
- Promote community involvement -excellent public relations tool.
- Recruit other students and generate enthusiasm.
- Creates awareness of the field for future hires.
- Giving to the community by teaching the prospective work force.

Finding the right intern for your organization

- High School: High School students are interested in developing interpersonal and professional skills. These skills will allow them to discover what areas they excel in, and they could potentially remain with the organization through college. This experience can also increase the students desire to graduate and pursue higher education in the future.
- Undergraduate: An undergraduate intern could be beneficial for your organization because of their experience in and out of the classroom. They have an opportunity to apply things they've learned in their undergraduate curriculums into the workplace. Many students participate in internships to explore career niches and to develop their professional skills. Ideally an internship for a college student is an opportunity to network, enhance industry related and soft skills, leading from education to employment.
- Graduate: Since these students have earned an undergraduate degree and are interested in advancing research and professional skills relevant to their career niche.
- Career Changer: By transitioning to a new industry they are hoping to expand a professional network in this new field and incorporate their professional skills into your organization. International: These are typically undergraduate or graduate students. There is no excessive paperwork needed to hire an international intern.
- International students do not need a green card to intern. Eligible students who maintain an F-1 or J-1 visa status are permitted to intern in their major field of study by federal regulation with permission from their representative Office of International Students and Scholars. These students benefit organizations because of their language advantage and their willingness to adapt to a different environment. The application process for International interns includes:

- The student's academic advisor or Dean/Chairman of the department must complete the Curricular Practica Training Form (F-1) or Academic Training Certification Form (J-1).
- Provide an original job offer letter on company letterhead that includes the following information (no faxes or e-mails will be accepted):
 - Name of company
 - Location of curricular practical training or academic training
 - Salary information (optional)
 - Number of hours per week (not to exceed 20 hours during while school is in session)
 - Beginning and ending dates of the training
- Student must submit all of the above documents for approval to the Office of International Students and Scholars (OISS).

Making an Internship Offer

When you feel you have found the candidate with the appropriate experience, professionalism, maturity and who is a mutually beneficial fit for the organization, make an offer. Just as in a permanent full-time job search, students may be applying and interviewing for internships with multiple organizations. Thus, it is best to make an offer as soon as a decision has been made. At this time, a work schedule should be set, compensation agreed upon, and appropriate paperwork completed for human resources need and the student's internship requirements. Upon the acceptance of the offer, remove your internship from all places where it is posted (e.g., college/university web sites) to prevent further applications.

How do student interns benefit from an Internship Program?

- Students are seeking opportunities that stimulate their interests and provide real-world experiences. A meaningful, purposeful internship program will:
- Ensure the assignment of challenging projects and tasks.
- Provide projects that complement academic programs and/or career interests.
- Give broad exposure to the organization (remember: this is a chance for them to personally develop and explore career possibilities).
- Provide adequate, reliable, and regular supervision and mentoring.
- Ensure interns are keeping pace and accomplishing goals.
- Orientation.
- Create a professional network.
- Industry relevance.
- Real life experience.
- Enable the intern to establish a profession network.

Learning Goals

At the start of the internship it is recommended that the supervisor and intern create a list of learning goals the intern hopes to complete. The learning goals serve as the academic and professional roadmap for the intern's semester/time with your organization. This activity helps to clearly identify the intern's learning objectives and how the intern plans to accomplish them. Creating these goals is also an opportune time to discuss work place requirements, intern responsibilities, and hours expected to complete (to earn credit). We ask our supervisors to take

the time to meet with the interns during the first week of the internship to discuss and negotiate learning goals. (See end of document for sample learning goals).

Providing an Intern Orientation to your Organization

It is very important that interns be warmly welcomed and introduced throughout your organization, just as you would welcome a new full-time employee. Not only are interns new to your organization, in many cases, they are new to the professional world of work. If affiliated with a school: Many students are unfamiliar with the activities, environment and objectives of your organization. Even though your interns may have worked part-time to support their education, these experiences may not have exposed them to organizational politics, the need for confidentiality, the importance of teamwork, or the profit-making nature of business. It is during the orientation and training that these issues and information about the organization are addressed.

The sooner your intern understands your organization and how it operates, the sooner he or she can assume assigned responsibilities and contribute. Expectations can vary based on the size of your organization, but in general, be sure to review:

- Hours
- Dress code
- Overall responsibilities
- How to cope with absenteeism
- Safety regulations and requirements

Vita

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